



Notice of Meeting and Meeting Agenda Capital Regional District Board

Wednesday, September 9, 2026

12:10 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

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

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

3. ADOPTION OF MINUTES

3.1. [26-0949](#) Minutes of the Capital Regional District Board Meeting of July 8, 2026

Recommendation: That the minutes of the Capital Regional District Board meeting of July 8, 2026 be adopted as circulated.

Attachments: [Minutes - July 8, 2026](#)

4. REPORT OF THE CHAIR

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

5.1.1. [26-0683](#) Presentation: Paul Gerrard (CRD Representative) and Elizabeth Brown (President/CEO), Victoria Airport Authority; Re: Report to Nominators

Attachments: [Presentation: Report to Nominators](#)

5.2. Delegations

6. CONSENT AGENDA

6.1. [26-0954](#) Implications of Applying a Demolition Bylaw in the Electoral Areas

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

Attachments: [Staff Report: Implications of Applying a Demolition Bylaw in the Electoral Areas](#)
[Appendix A: Model Demolition Waste and Deconstruction Bylaw](#)

- 6.2. [26-0797](#) Core Area Liquid Waste Management Committee 2026 Mid-Year Capital Projects and Operations Update
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: Mid-Year Capital Projects and Operations Update](#)
 [Appendix A: Core Area Wastewater Capital Program - Current Status](#)
- 6.3. [26-0795](#) Wastewater Bypass Activities at MPWWTP and ECCC Warning Letter
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: WW Bypass Activities at MPWWTP and ECCC Warning Letter](#)
 [Appendix A: Provincial and Federal Auth. for 2025 and 2026 MPWWTP Bypass](#)
 [Appendix B: ECCC Warning Letter to CRD - Received May 19, 2026](#)
 [Appendix C: CRD Response Letter to ECCC - June 2, 2026](#)
- 6.4. [26-0768](#) Harbours Environmental Action Service Summary
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: Harbours Environmental Action Service Summary](#)
 [Appendix A: Harbours Service Accomplishments 2021-2026](#)
 [Appendix B: Harbours Ecological Inventory & Rating Summary](#)
- 6.5. [26-0707](#) Bowker Creek Blueprint | 2026 Update: A 100-Year Action Plan to Restore the Bowker Creek Watershed
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: Bowker Creek Blueprint Update - 100-Year Action Plan](#)
 [Appendix A: Bowker Creek Blueprint Update: What We Heard \(Aug 2025\)](#)
- 6.6. [26-0805](#) Motion with Notice: AI Data Centres (Director Caradonna)
- Recommendation:** The Environmental Services Committee recommends to the Capital Regional District Board:
 In light of the Federal AI Strategy announcement, that staff report back on AI data centres, their potential environmental, utility, and land use impacts in this region, and potential policy options for regulating data centres within the CRD.
 (NWA)

6.7. [26-0693](#) Climate Action Strategy 2026-2030

Recommendation: [At the July 15, 2026 Environmental Services Committee meeting, the Committee directed staff to include the CRD Climate Emergency Declaration in the Climate Action Strategy (attached as SUPPLEMENTAL).]
The Environmental Services Committee recommends to the Capital Regional District Board:

1. That the Board adopt the renewed Climate Action Strategy attached as Appendix A, with the inclusion of the CRD Climate Emergency Declaration, to guide the Capital Regional District (CRD) Climate Action and Adaptation Service through to 2030;
2. That staff be directed to review and report back on regional greenhouse gas reduction target alternatives for inclusion in the next update to the Regional Growth Strategy;
3. That the Chair on behalf of the Board send a letter to the Premier of BC and relevant ministers advocating for the full implementation of the recommendations of the CleanBC Independent Review, including continued funding for the Local Government Climate Action Program (LGCAP);
4. That staff establish all necessary processes and systems to direct all revenues from the sale of carbon credits – such as those generated under the federal Clean Fuel Regulation and provincial Low Carbon Fuel Standard – into CRD programs and projects aligned with the renewed Climate Action Strategy;
5. That staff establish continuous internal processes to seek opportunities that generate carbon credit and renewable energy revenues; and,
6. That staff report back on how these carbon credit revenues will be used to accelerate climate action, for the Board's consideration and approval.

(WP – All)

[At the July 15, 2026 Environmental Services Committee meeting, the Committee also passed the following motions arising:]
The Environmental Services Committee recommends to the Capital Regional District Board:

7. That staff be directed to continue to research, in an effort to potentially strengthen the Strategy;
 - a. Explore tax break opportunities for retrofits in areas where the CRD holds land use authority,
 - b. Potential rebate programs for heat pump installation, and
 - c. Additional information providing context on why member municipality emissions are increasing or decreasing.

(NWA)

Attachments: [Staff Report: Climate Action Strategy 2026-2030](#)
 [Appendix A: Climate Action Strategy Renewal - 2026-2030](#)
 [Presentation: Climate Action Strategy 2026-2030](#)
 [Supplemental: CRD Climate Emergency Declaration](#)

6.8. [26-0830](#) Wetland Creation Project at Elk/Beaver Lake Regional Park

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

Attachments: [Staff Report: Wetland Creation Project at Elk/Beaver Lake RP](#)
 [Appendix A: Haliburton Brook Watershed - Map](#)
 [Appendix B: Wetland Creation Project at Haliburton Brook - Map](#)

6.9. [26-0831](#) Elk Lake Oxygenation System Update - 2025 Annual Report

Recommendation: [At the July 22, 2026 Regional Parks Committee meeting, the information report was discussed and the following motion arising was carried:]
The Regional Parks Committee recommends to the Capital Regional District Board:
That staff provide annual updates on the Elk/Beaver Lake Watershed Management Plan.
(NWA)

Attachments: [Staff Report: Elk Lake Oxygenation Update – 2025 Annual Report](#)
[Appendix A: Elk Lake Oxygenation System Annual Report 2025](#)
[Presentation: Elk Lake Oxygenation System Annual Update](#)

6.10. [26-0832](#) Off-leash Dogs in the Governor General Area at Elk/Beaver Lake Regional Park

Recommendation: The Regional Parks Committee recommends to the Capital Regional District Board:
That staff maintain existing conditions (status quo) for off-leash dog use in the Governor General Area at Elk/Beaver Lake Regional Park.
(WP – All)

Attachments: [Staff Report: Off-Leash Dogs - Governor Gen Area - Elk/Beaver RP](#)
[Appendix A: Governor General Area & Haliburton Brook - Map](#)
[Appendix B: Governor General Area - Map](#)
[Appendix C: Off-Leash Dog Management Options Analysis](#)
[Presentation: Governor General Off-Leash Dog Area](#)

6.11. [26-0793](#) Designation of Watershed Security Officers

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

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

6.12. [26-0792](#) Regional Transportation Advisory Committee Recommendation to Advocate on Transit Funding

Recommendation: The Regional Transportation Advisory Committee recommends the Capital Regional District Transportation Committee recommends to the Capital Regional District Board:

1. That the Capital Regional District (CRD) Board advocate to the Province of British Columbia to collaborate with the CRD to:
 - i. Provide stable, multi-year transit funding to maintain existing service levels and support expansion aligned with regional transportation priorities; and
 - ii. Explore new and expanded funding tools that support implementation of the regional multimodal transportation system as part of regional transportation governance improvements.

(NWA)

Attachments: [Staff Report: RTAC Recommend to Advocate on Transit Funding](#)
 [Appendix A: RTAC June 18, 2026 Agenda Memo](#)

6.13. [26-0834](#) Capital Regional District External Grants Update

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

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

6.14. [26-0923](#) Regional Context Statement Amendment - Town of View Royal

Recommendation: That the Town of View Royal Regional Context Statement, as updated, be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and be accepted in accordance with the requirements of section 448 of the Local Government Act.
(NWP – All except SGI & SSI EAs)

Attachments: [Staff Report: RCS Amendment - Town of View Royal](#)
 [Appendix A: Referral Letter and Updated RCS](#)
 [Appendix B: June 24, 2026 PPSC Staff Report](#)

6.15. [26-0838](#) Build Communities Strong Fund Grant Applications

Recommendation: That the Capital Regional District Board supports the following five project's application submissions and commits to the applicant cost-share contribution. Staff are instructed to apply for, negotiate, and if successful, enter into an agreement and do all such things necessary for accepting grant funds and overseeing grant management, including any cost overruns for the proposed projects as below.

Direct Delivery Stream (submitted)

1. Regional Trestles Renewal, Trails Widening and Lighting Project – Section A. Safety, capacity and accessibility upgrades to approximately 3.5 kilometers of the Galloping Goose Regional Trail in Victoria, British Columbia between Selkirk Trestle and Tillicum Road
2. Wastewater Treatment Plant Upgrades Project – Moving Bed Biofilm Reactor – Capital Regional District, Maliview Sewer Service, Salt Spring Island, British Columbia
3. Lyall Harbour Boot Cove Water Local Service Upgrades and Money Lake Dam Safety Improvements Project

Local Impact Stream (in progress)

1. Port Renfrew Community Park Playground Renewal Project
 2. Island View Beach Regional Park Accessible Boardwalk and Viewing Platform Project
- (NWA)

Attachments: [Staff Report: BCSF Grant Applications](#)
 [Appendix A: BCSF Application Guide DD Stream](#)
 [Appendix B: BCSF Local Impact Stream Applicant Guide](#)

6.16. [26-1001](#) Board Membership Update

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

Attachments: [Staff Report: Board Membership Update](#)
 [Appendix A: 2026 Board and Committee Appointments](#)

7. ADMINISTRATION REPORTS**7.1. [26-0900](#) CRD Reconciliation Action Plan**

Recommendation: That the CRD Reconciliation Action Plan be approved.
(NWA)

Attachments: [Staff Report: CRD Reconciliation Action Plan](#)
 [Appendix A: First Nations Engagement: What We Heard Report](#)
 [Appendix B: CRD Reconciliation Action Plan](#)
 [Presentation: CRD Reconciliation Action Plan](#)

7.2. [26-0903](#) Draft Regional Housing Affordability Strategy

Recommendation: 1. That the 2026 Regional Housing Affordability Strategy, attached as Appendix B, be approved;
2. That staff be directed to include the actions contained in the 2026 Regional Housing Affordability Strategy in the 2027-2030 Board prioritization and corporate planning processes for consideration; and
3. That staff be authorized to engage other orders of government to explore partnership opportunities to support renewal and development of non-market housing and rural and remote housing needs.
(NWA)

Attachments: [Staff Report: Draft Regional Housing Affordability Strategy](#)
 [Appendix A: Key Accomplishments Since 2018](#)
 [Appendix B: 2026 Regional Housing Affordability Strategy](#)
 [Presentation: Jada Basi, CitySpaces Re. 2026 RHAS](#)

7.3. [26-0902](#) Regional Transportation Plan Update (Phase 2 and Next Steps)

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

Attachments: [Staff Report: RTP Update \(Phase 2 and Next Steps\)](#)
 [Appendix A: What We Learned: Q2 2026 Engagement Summary](#)

7.4. [26-0914](#) AAP Results & Adoption for Bylaw No. 4699 - Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026

Recommendation: 1. That the attached Certificate of Results of Alternate Approval Process for Bylaw No. 4699 (Appendix A) be received: and
(NWA)
2. That Bylaw No. 4699 "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026" be adopted.
(WA)

Attachments: [Staff Report: AAP Requirements for Bylaw No. 4699](#)
 [Appendix A: Certificate of Results for Bylaw No. 4699](#)
 [Appendix B: Bylaw No. 4699](#)

7.5. [26-0827](#) Transition Initiatives for the Performing Arts Facilities Service

- Recommendation:**
1. That Bylaw No. 4783, "Capital Regional District Arts and Recreation Services Operating Reserve Fund Bylaw, No.1, 2016, Amendment Bylaw No. 1, 2026", be introduced and read a first, second and third time.
(WA)
 2. That Bylaw No. 4783 be adopted.
(WA, 2/3 on adoption)
 3. That Bylaw No. 4784, "Performing Arts Facilities Capital Reserve Bylaw No. 1, 2026", be introduced and read a first, second and third time.
(WA)
 4. That Bylaw No. 4784 be adopted.
(WA, 2/3 on adoption)
 5. That, following local elections, staff incorporate oversight of the new Performing Arts Facilities Service into the terms of reference of a standing committee of the Board.
 6. That staff engage the Saanich Peninsula Memorial Park Society and complete a contribution agreement to provide a framework for funding of the Charlie White Theatre.
 7. That staff update the service agreements with the Royal and McPherson Theatres Society to reflect the parameters of the new Performing Arts Facilities Service, including updates to external appointments aligned to the proposal by RMTS in their letter dated June 17th, 2026.
(NWA)

Attachments: [Staff Report: Transition Initiatives for PAF Service](#)
[Appendix A: Bylaw 4783 Operating Reserve](#)
[Appendix B: Bylaw 4784 Capital Reserve](#)
[Appendix C: RMTS Board Letter](#)

7.6. [26-0833](#) Bylaw No. 4795: 2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 3, 2026

- Recommendation:**
1. That Bylaw No. 4795, "2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 3, 2026", be introduced and read a first, second and third time; and
(WA)
 2. That Bylaw No. 4795 be adopted.
(WA, 2/3 on adoption)

Attachments: [Staff Report: BL4795 2026-30 Fin Plan Amend No. 3](#)
[Appendix A: Bylaw No. 4795](#)

- 7.7. [26-0880](#) Bylaw No. 4799 - Correction of Fees and Changes Bylaw No. 3623
"Capital Regional District Recreation Services and Facilities Fees and
Charges Bylaw No. 1, 2009"
- Recommendation:** 1. That Bylaw No. 4799, "Capital Regional District Recreation Services and Facilities
Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 23, 2026", be introduced
and read a first, second, and third time;
(WP - Central Saanich, North Saanich, Sidney, Sooke, JDF and SSI)
2. That Bylaw No. 4799 be adopted.
(WP - Central Saanich, North Saanich, Sidney, Sooke, JDF and SSI, 2/3rds on
adoption)
- Attachments:** [Staff Report: BL 4799 Correction to BL 3623](#)
[Appendix A: BL 4799](#)
[Appendix B: List of Revisions](#)
- 7.8. [26-0847](#) Bylaw No. 4797: Temporary Borrowing (Cedar Lane Water Service)
Bylaw No. 1, 2026
- Recommendation:** 1. That Bylaw No. 4797, "Temporary Borrowing (Cedar Lane Water Service) Bylaw No.
1, 2026", be introduced and read a first, second and third time; and
(WA)
2. That Bylaw No. 4797 be adopted.
(WA, 2/3 on adoption)
- Attachments:** [Staff Report: BL4797-Temp Borrowing Cedar Lane Water Service](#)
[Appendix A: BL4797](#)
- 7.9. [26-0852](#) Bylaw No. 4798: Temporary Borrowing (Fulford Water Service) Bylaw
No. 1, 2026
- Recommendation:** 1. That Bylaw No. 4798, "Temporary Borrowing (Fulford Water Service) Bylaw No. 1,
2026", be introduced and read a first, second and third time; and
(WA)
2. That Bylaw No. 4798 be adopted.
(WA, 2/3 on adoption)
- Attachments:** [Staff Report: BL4798-Temp Borrowing Fulford Water Service](#)
[Appendix A: BL4798](#)
- 7.10. [26-0916](#) Biosolids Beneficial Use Management - July and August Update
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: Biosolids Beneficial Use Management - July & August Update](#)
- 7.11. [26-0988](#) 2026 Census Impact on Regional District Board Voting
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: 2026 Census Impact on Regional District Board Voting](#)
[Appendix A: October 13, 2022 Letter from Minister Cullen](#)

8. REPORTS OF COMMITTEES

Electoral Areas Committee

- 8.1. [26-0898](#) Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 91, 2026 (Bylaw No. 4772) and Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 5, 2026 (Bylaw No. 4773)

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

1. That Bylaw No. 4772, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 91, 2026", be introduced and read a first, second, and third time;
(NWA)
2. That Bylaw No. 4772 be adopted.
(NWA, 2/3 on adoption)
3. That Bylaw No. 4773, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 5, 2026", be introduced and read a first, second, and third time;
(NWA)
4. That Bylaw No. 4773 be adopted.
(NWA, 2/3 on adoption)

Attachments: [Staff Report: Amendments to Bylaw No. 1857 and Bylaw No. 4683](#)
[Appendix A: Bylaw No. 4772](#)
[Appendix B: Bylaw No. 4773](#)
[Appendix C: Redline of Consolidated Bylaw No. 1857 - Schedule 5](#)
[Appendix D: Redline of Consolidated Bylaw No. 4683 - Appendix 5](#)

Juan de Fuca Land Use Committee

8.2. [26-0823](#) Zoning Amendment Application for Lot A, District Lot 87, Renfrew District, Plan EPP31225; PID: 029-514-819

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

1. That the referral of proposed Bylaw No. 4764, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 170, 2026", to the Shirley-Jordan River Advisory Planning Commission, CRD departments, First Nations and external agencies be approved and comments be received;
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
2. That proposed Bylaw No. 4764, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 170, 2026" be read a first and second time; and
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
3. That in accordance with the provisions of Section 469 of the Local Government Act, the Director of the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4764.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)

Attachments: [Staff Report: RZ000293](#)
[Appendix A: Subject Property Map](#)
[Appendix B: Current Rural 2 \(RU2\) Zone](#)
[Appendix C: Related Coastal Uplands Policies – Shirley Jordan River OCP](#)
[Appendix D: Proposed Bylaw No. 4764](#)
[Appendix E: Supplementary Application Information](#)
[Appendix F: Referral Comments](#)

Transportation Committee

8.3. [26-0791](#) Transportation Governance Update

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

1. That staff continue advancing a stepwise approach to regional transportation governance, including ongoing engagement with local governments, regional partners, and other jurisdictions;
2. That the Board request the Province to work with the Capital Regional District (CRD) to advance the development of legislative changes to enable more integrated regional transportation decision-making, including the integration of the Victoria Regional Transit Commission responsibilities into a fully representative CRD governance model that:
 - a) Aligns the planning, investment, and delivery of regional multi-modal transportation priorities;
 - b) Enhances responsiveness and accountability to local governments;
 - c) Integrates transit with regional transportation priorities; and
 - d) Enables exploration of broader funding tools and delivery models aligned with implementation of the Regional Transportation Plan.
3. That staff report back in 2027 with recommended governance pathways, including legislative considerations and proposed phasing and mitigation strategies in consultation with regional partners to support implementation.
(NWA)

Attachments: [Staff Report: Transportation Governance Update](#)
 [Appendix A: 2012 Modernizing The Partnership Report](#)
 [Appendix B: 2013 CRD Transit Governance Review](#)
 [Appendix C: 2026 Q1 - RTP What We Learned Engagem't Sum](#)
 [Appendix D: 2026 Q2 - RTP Gov & Decision-Making: Early Wkshp Sum](#)
 [Presentation: Transportation Governance Update](#)

A. MOTION TO CLOSE THE MEETING**A.1. [26-0996](#) Motion to Close the Meeting**

Recommendation: 1. That the meeting be closed for proposed service or contract negotiations in accordance with Section (90)(1)(k) of the Community Charter. [1 item]
2. That such disclosures could reasonably be expected to harm the interests of the Regional District. [1 item]

9. BYLAWS**9.1. [26-0912](#) Adoption of Bylaw No. 4706, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 168, 2025"**

Recommendation: That Bylaw No. 4706, Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 168, 2025", be adopted.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)

Attachments: [Bylaw No. 4706](#)

9.2. [26-0940](#) Bylaw No. 4752 - Beddis Water Service Loan Authorization Bylaw for Water Treatment Plant Capital Upgrades

Recommendation: That Bylaw No. 4752, “Beddis Water Service Loan Authorization Bylaw No. 1, 2026” be adopted.
(WA)

Attachments: [Bylaw No. 4752](#)

9.3. [26-0876](#) Adoption of Bylaw No. 4757, “Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 4, 2026”

Recommendation: That Bylaw No. 4757, "Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 4, 2026" be adopted.
(NWA)

Attachments: [Bylaw No. 4757](#)

9.4. [26-0879](#) Adoption of Bylaw No. 4658, “Regional Water Supply Service Development Cost Charge Bylaw No. 1, 2026”

Recommendation: That Bylaw No. 4658, "Regional Water Supply Service Development Cost Charge Bylaw No. 1, 2026" be adopted.
(WP - All except SGI & SSI)

Attachments: [Bylaw No. 4658](#)

10. NOTICE(S) OF MOTION

10.1. [26-0925](#) Motion with Notice: Regional Model for Agricultural Input (Director Riddell)

Recommendation: WHEREAS the Peninsula and Area Agricultural Commission (PAAC) provides advice on agricultural matters affecting multiple municipalities
AND WHEREAS agricultural issues and PAAC's work are regional in nature and align with the Capital Regional District's growing role in this area;
AND WHEREAS municipalities benefit from regional coordination where multiple local governments are involved;
THEREFORE BE IT RESOLVED THAT:
1. The CRD consider establishing a regional agricultural advisory committee;
2. The CRD consider assuming administrative responsibility for an AAC or a successor model; and
3. Staff report back to the Planning & Protective Services on options for a regional or sub-regional governance and administrative framework.
(NWA)

Attachments: [Correspondence: Letter from Central Saanich \(June 2026\)](#)

11. NEW BUSINESS

12. MOTION TO CLOSE THE MEETING

12.1. [26-1005](#) Motion to Close the Meeting

- Recommendation:**
1. That the meeting be closed for appointments and personal information in accordance with Section 90(1)(a) of the Community Charter. [1 item]
 2. That the meeting be closed for Labour Relations in accordance with Section (90)(1)(c) of the Community Charter. [1 item]
 3. That the meeting be closed for Land Acquisition/Disposition in accordance with Section (90)(1)(e) of the Community Charter. [3 items]
 4. That such disclosures could reasonably be expected to harm the interests of the Regional District. [3 items]
 5. That the meeting be closed for proposed municipal service or contract negotiations in accordance with Section 90(1)(k) of the Community Charter. [2 items]
 6. That such disclosures could reasonably be expected to harm the interests of the Regional District. [2 items]

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

Meeting Minutes

Capital Regional District Board

Wednesday, July 8, 2026

12:00 PM

**6th Floor Boardroom
625 Fisgard Street
Victoria, BC**

PRESENT

DIRECTORS: C. McNeil-Smith (Chair), M. Little (Vice Chair), P. Brent, S. Brice, J. Brownoff, J. Caradonna, C. Coleman, Z. de Vries (12:07 pm), B. Desjardins, S. Goodmanson, G. Holman (EP), P. Jones, S. Kim (for M. Alto) (12:06 pm) (EP), D. Kobayashi, K. Murdoch, D. Murdock, S. Riddell (for R. Windsor), M. Tait (1:00 pm), D. Thompson, S. Tobias (EP), Alt. M. Wagner, M. Westhaver (for C. Plant) (EP), A. Wickheim, K. Williams

STAFF: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer/General Manager, Finance and Technology; L. Hardiman, Acting General Manager, Infrastructure and Water Services; G. Harris, Senior Manager, Environmental Protection; S. Henderson, General Manager, Electoral Area Services; K. Lorette, General Manager, Housing, Planning and Protective Services; K. Morley, Corporate Officer/General Manager, Corporate Services; R. Tooke, Acting General Manager, Parks, Recreation and Environmental Services; D. Elliott, Senior Manager, Regional Housing; C. Neilson, Senior Manager, People, Safety and Culture; Varinia Somosan, Deputy Chief Financial Officer/Senior Manager, Financial Services; P. Klassen, Senior Manager, Regional Planning & Transportation; R. Fowles, Manager, Planning & Capital Projects, Regional Housing; H. Rodinger, Manager, Housing & Business Development; M. Lagoa, Deputy Corporate Officer/Senior Manager, Legislative Services; T. Pillipow, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors M. Alto, C. Plant, R. Windsor

The meeting was called to order at 12:04 pm.

A. MOTION TO CLOSE THE MEETING

A.1. [26-0800](#) Motion to Close the Meeting

MOVED by Director Brice, SECONDED by Director Desjardins,

1. That the meeting be closed for Labour Relations in accordance with Section 90(1)(c) of the Community Charter. [1 item]

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

CARRIED

B. RECONVENE MEETING AT 1:00 PM

The Capital Regional District Board meeting moved into closed session at 12:05 pm.

Director Tait joined the meeting in person at 1:00 pm.

The Capital Regional District Board meeting reconvened at 1:03 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

Vice Chair Little provided a Territorial Acknowledgement.

2. APPROVAL OF THE AGENDA

MOVED by Director Brice, **SECONDED** by Director Little,
That the agenda for the Capital Regional District Board meeting of July 8, 2026
be approved as amended with the removal of item 10.1. Motion with Notice:
Lillian Szpak Bursary (Director Plant).
CARRIED

3. ADOPTION OF MINUTES

- 3.1.** [26-0799](#) Minutes of the Capital Regional District Board meeting of June 10, 2026

MOVED by Director Desjardins, **SECONDED** by Director Little,
That the minutes of the Capital Regional District Board meeting of June 10, 2026
be adopted as circulated.
CARRIED

4. REPORT OF THE CHAIR

Well, here we are, in our partially renovated Board room. We can see the configuration of the Director and Staff desks and tables has changed somewhat, along with the seating area for members of the public.

As a reminder for Directors and members of the public that after today's meetings, the boardroom will be closed until the next Board meeting on September 9th to allow for upgrades to the audio-visual systems, both for those attending in the room, as well as, viewing remotely. These upgrades are the first substantial updates to the boardroom in over 20 years.

After today, all meetings regularly held in the Boardroom will be conducted electronically. Members of the public will have the opportunity to watch these virtual meetings using an MS Teams link to be published with the agenda, or by coming to a viewing room at the Fisgard office.

We've had a busy year to date, which will continue to the end of July, and then we're back with two board meetings in September: our regular board meeting on September 9th and a second meeting, due to the election, for the 2027 Provisional Budget and five-year plan on the fourth Wednesday, September 23rd. The final meeting this term will be held on October 7th, which is one week earlier, also due to the fall election.

With no Committee or Board meetings in August, I hope everyone has to the opportunity to enjoy the break, whether it's seeking high adventure or some restful downtime.

Let's now move to the business on today's agenda.

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

There were no presentations.

5.2. Delegations

**MOVED by Director Little, SECONDED by Director Brice,
That the rules of the Capital Regional District Board Procedures Bylaw be
suspended to allow delegation, M. Sunshine, the opportunity to speak.
CARRIED**

5.2.1. [26-0825](#)

Delegation: Michael Sunshine; Representing the Family of Lillian Szpak;
Re: Agenda Item 10.1.: Motion with Notice: Lillian Szpak Bursary (Director Plant)

M. Sunshine spoke to Item 10.1.

6. CONSENT AGENDA

**MOVED by Director Brice, SECONDED by Director Desjardins,
That consent agenda items 6.1.through 6.5., and 6.7. and 6.8. be approved.
CARRIED**

- 6.1. [26-0749](#) CRD Arts Development: 2025 Impact Report
- That staff distribute the CRD Arts Development: 2025 Impact Report to all councils and electoral area directors to raise awareness about the positive impact of the Arts Development Service throughout the capital region.
- CARRIED**
- 6.2. [26-0689](#) Greater Victoria Drinking Water Quality - 2025 Annual Report
1. That the Greater Victoria Drinking Water Quality 2025 Annual Report be approved; and
2. That the Greater Victoria Water Quality 2025 Annual Report be forwarded to Island Health Authority.
- CARRIED**
- 6.3. [26-0776](#) Presentation: Andrew Devlin, Principal, Access Planning; Re: Aligning Regional Transportation and Growth Planning
- This report was received for information.
- 6.4. [26-0696](#) Regional Growth Strategy Update
- That the Capital Regional District Board direct staff to initiate an update of the Regional Growth Strategy starting in Q1 2027, informed by the analysis summarized in this report.
- CARRIED**
- 6.5. [26-0695](#) Regional Context Statement Alignment Review - Town of View Royal
- That the Town of View Royal Regional Context Statement be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and be accepted in accordance with the requirements of section 448 of the Local Government Act.
- CARRIED**
- 6.6. [26-0801](#) Notice of Motion: Sticks Allison Water Advocacy Letter (D. Pepin)
- Item 6.3. was removed from the consent agenda to be considered under Reports of Committees as item 8.3.
- 6.7. [26-0774](#) Appointment of Officers - Bylaw Enforcement
- That for the purpose of Section 233 of the Local Government Act and Section 28(3) of the Offence Act, and in accordance with Capital Regional District Bylaw No. 2681, Akhil Kunjumon, Jack Calabrese, Sahal Moidutty, Zachary Snow, Brennen Schoenau be appointed as Bylaw Enforcement Officers.
- CARRIED**
- 6.8. [26-0627](#) Capital Regional District External Grants Update
- This report was received for information.

7. ADMINISTRATION REPORTS

- 7.1. [26-0779](#) CAO Quarterly Progress Report No. 2, 2026
- T. Robbins and S. Carey presented Item 7.1. for information.
- Discussion ensued regarding clarification of the metrics used to inform industry standards.
- This report was received for information.**
- 7.2. [26-0562](#) Bylaw No. 4775: 2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 2, 2026
- N. Chan spoke to Item 7.2.
- MOVED by Director Brice, SECONDED by Director Little,
1. That Bylaw No. 4775, "2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 2, 2026", be introduced and read a first, second and third time;
CARRIED**
- MOVED by Director Brice, SECONDED by Director Little,
2. That Bylaw No. 4775 be adopted.
CARRIED**
- 7.3. [26-0631](#) Bylaw No. 4780 Temporary Borrowing (Juan de Fuca Water Distribution Facilities) Bylaw No. 1, 2026
- N. Chan spoke to Item 7.3.
- Director Murdoch left the meeting at 1:29 pm.**
- MOVED by Director Brice, SECONDED by Director Little,
1. That Bylaw No. 4780, "Temporary Borrowing (Juan de Fuca Water Distribution Facilities) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
CARRIED**
- MOVED by Director Brice, SECONDED by Director Little,
2. That Bylaw No. 4780 be adopted.
CARRIED**
- 7.4. [26-0625](#) Bylaw No. 4779 Temporary Borrowing (Regional Water Supply Water Works Facilities) Bylaw No. 1, 2026
- N. Chan spoke to Item 7.4.
- MOVED by Director Brice, SECONDED by Director Little,
1. That Bylaw No. 4779, "Temporary Borrowing (Regional Water Supply Water Works Facilities) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
CARRIED**
- MOVED by Director Brice, SECONDED by Director Little,
2. That Bylaw No. 4779 be adopted.
CARRIED**

- 7.5. [26-0789](#) Bylaw No. 4793: Temporary Borrowing (West Shore RCMP Detachment Expansion) Bylaw No. 1, 2026

N. Chan spoke to Item 7.5.

Director Murdoch rejoined the meeting in person at 1:33 pm.

MOVED by Director Brice, **SECONDED** by Director Little,

1. That Bylaw No. 4793, "Temporary Borrowing (West Shore RCMP Detachment Expansion) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and

2. That Bylaw No. 4793 be adopted.

CARRIED

7.6. [26-0629](#) Municipal Finance Authority 2026 Fall Issue - Capital Regional District Security Issuing Bylaw Nos. 4788, 4789, 4790 and 4791

N. Chan spoke to Item 7.6.

Discussion ensued regarding the status of the Seagirt construction project.

MOVED by Director Brice, **SECONDED** by Director Little,

1. That Bylaw No. 4788, "Security Issuing Bylaw No. 3, 2026", be introduced and read a first, second and third time; and

CARRIED

MOVED by Director Brice, **SECONDED** by Director Little,

2. That Bylaw No. 4788 be adopted.

CARRIED

MOVED by Director Brice, **SECONDED** by Director Little,

3. That Bylaw No. 4789, "Security Issuing Bylaw No. 4, 2026", be introduced and read a first, second and third time; and

CARRIED

MOVED by Director Brice, **SECONDED** by Director Little,

4. That Bylaw No. 4789 be adopted.

CARRIED

MOVED by Director Brice, **SECONDED** by Director Little,

5. That Bylaw No. 4790, "Security Issuing Bylaw No. 5, 2026", be introduced and read a first, second and third time; and

CARRIED

MOVED by Director Brice, **SECONDED** by Director Little,

6. That Bylaw No. 4790 be adopted.

CARRIED

MOVED by Director Brice, **SECONDED** by Director Little,

7. That Bylaw No. 4791, "Security Issuing Bylaw No. 6, 2026", be introduced and read a first, second and third time; and

CARRIED

MOVED by Director Brice, **SECONDED** by Director Little,

8. That Bylaw No. 4791 be adopted.

CARRIED

- 7.7. [26-0518](#) Bylaw No. 4767: Capital Regional District Recreation Services and Facilities Fees and Charges 2026-2027

N. Chan spoke to Item 7.7.

MOVED by Director Wickheim, SECONDED by Director Tait,

1. That Bylaw No. 4767, "Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 22, 2026", be introduced and read a first, second and third time; and

CARRIED

MOVED by Director Wickheim, SECONDED by Director Tait,

2. That Bylaw No. 4767 be adopted.

CARRIED

- 7.8. [26-0743](#) Biosolids Beneficial Use Management - June Update

R. Tooke presented Item 7.8. for information.

This report was received for information.

8. REPORTS OF COMMITTEES

Peninsula Recreation Commission

- 8.1. [26-0783](#) Bylaw No. 4782 Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 2026

N. Chan spoke to Item 8.1.

MOVED by Alternate Director Riddell, SECONDED by Director Jones,

1. That Bylaw No. 4782, "Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 2026", be introduced and read a first, second and third time; and

CARRIED

MOVED by Alternate Director Riddell, SECONDED by Director Jones,

2. That participating area approval for Bylaw No. 4782 be obtained by way of the municipal consent on behalf of electors for Central Saanich, North Saanich, and Sidney, and if successful, be referred to the Inspector of Municipalities for approval.

CARRIED

Regional Parks Committee

- 8.2. [26-0684](#) Bylaw No. 4774, CRD Parks Services and Facilities Fees and Charges Bylaw Amendment, & Bylaw No. 4787, CRD Parks Regulation Bylaw Amendment

MOVED by Director Brownoff, **SECONDED** by Alternate Director Wagner,
1. That Bylaw No. 4774, "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010, Amendment Bylaw No. 12, 2026", be introduced and read a first, second, and third time;
CARRIED

MOVED by Director Brownoff, **SECONDED** by Alternate Director Wagner,
2. That Bylaw No. 4774 be adopted;
CARRIED

MOVED by Director Brownoff, **SECONDED** by Alternate Director Wagner,
3. That Bylaw No. 4787 "Capital Regional District Parks Regulation Bylaw No. 1, 2018, Amendment Bylaw No. 3, 2026", be introduced and read a first, second, and third time; and
CARRIED

MOVED by Director Brownoff, **SECONDED** by Alternate Director Wagner,
4. That Bylaw No. 4787 be adopted.
CARRIED

- 8.3. [26-0801](#) Notice of Motion: Sticks Allison Water Advocacy Letter (D. Pepin)

MOVED by Director Brent, **SECONDED** by Director Wickheim,
That this issue be referred back to staff for a report.
CARRIED

9. BYLAWS

- 9.1. [26-0802](#) Adoption of Bylaw No. 4719, "Traffic Safety Commission Establishment Bylaw No. 1, 1990, Amendment Bylaw No. 5, 2025"

MOVED by Director Murdock, **SECONDED** by Alternate Director Wagner,
That Bylaw No. 4719, "Traffic Safety Commission Establishment Bylaw No. 1, 1990, Amendment Bylaw No. 5, 2025", be adopted.
CARRIED

- 9.2. [26-0752](#) Adoption of Bylaw No. 4747, "Cedar Lane Water Service Loan Authorization Bylaw No. 1, 2026"

MOVED by Director Brent, **SECONDED** by Director Murdoch,
That Bylaw No. 4747, "Cedar Lane Water Service Loan Authorization Bylaw No. 1, 2026", be adopted.
CARRIED

Director Goodmanson left the meeting at 1:48 pm.

- 9.3. [26-0822](#) Adoption of Bylaw No. 4749, "Fulford Water Service Loan Authorization Bylaw No. 1, 2026"
- MOVED** by Director Brent, **SECONDED** by Director Murdoch,
That Bylaw No. 4749, "Fulford Water Service Loan Authorization Bylaw No. 1, 2026", be adopted.
CARRIED

10. NOTICE(S) OF MOTION

- 10.1. [26-0807](#) Motion with Notice: Lillian Szpak Bursary (Director Plant)
- Director Goodman**son rejoined the meeting in person at 1:50 pm.
- This Motion with Notice was withdrawn.

- 10.2. [26-0835](#) Notice of Motion: Lillian Szpak Entrance Award (Director Little)
- Director Little proposed the following Notice of Motion with same day consideration:
- "That the CRD Board request that CRD Staff work with the Szpak family and Royal Roads University to announce annually, when the Ed MacGregor Memorial and the Nils Jensen Bursaries are announced, the recipient of the recently established Royal Roads University Lillian Marie Szpak Entrance Award."
- MOVED** by Director Little, **SECONDED** by Alternate Director Wagner,
That same day consideration be applied to the Notice of Motion.
CARRIED
- MOVED** by Director Little, **SECONDED** by Alternate Director Wagner,
That the CRD Board request that CRD Staff work with the Szpak family and Royal Roads University to announce annually, when the Ed MacGregor Memorial and the Nils Jensen Bursaries are announced, the recipient of the recently established Royal Roads University Lillian Marie Szpak Entrance Award.
CARRIED

10.3. [26-0836](#) Notice of Motion: Funding the Civilian Counsellor with the Mobile Youth Services Team (Director Little)

Director Little proposed the following Notice of Motion with same day consideration:

"That the CRD Board direct staff to report back on potential methodologies for funding the civilian counselor position affiliated with the Mobile Youth Services Team (MYST), which operates as an Integrated Police Unit under the direction of the Greater Victoria Police Chiefs and Detachment Commanders."

**MOVED by Director Little, SECONDED by Director Coleman,
That same day consideration be applied to the Notice of Motion.
CARRIED**

Discussion ensued regarding:

- this role's engagement in the community
- amount of federal funding available and required advocacy for increased funding
- timeline for staff to report back to the Board

Director Brent left the meeting at 2:14 pm.

Director Wickheim left the meeting at 2:27 pm

Director Jones left the meeting at 2:28 pm.

**MOVED by Director Little, SECONDED by Director Coleman,
That the CRD Board direct staff to report back on potential methodologies for funding the civilian counselor position affiliated with the Mobile Youth Services Team (MYST), which operates as an Integrated Police Unit under the direction of the Greater Victoria Police Chiefs and Detachment Commanders.
CARRIED**

10.4. [26-0837](#) Notice of Motion: Regional Model for Agricultural Input (Alternate Director Riddell)

Alternate Director Riddell provided the following Notice of Motion for consideration at the next meeting of the Capital Regional District Board:

"WHEREAS the Peninsula and Area Agricultural Commission (PAAC) provides advice on agricultural matters affecting multiple municipalities
AND WHEREAS agricultural issues and PAAC's work are regional in nature and align with the Capital Regional District's growing role in this area;
AND WHEREAS municipalities benefit from regional coordination where multiple local governments are involved;

THEREFORE BE IT RESOLVED THAT:

1. The CRD consider establishing a regional agricultural advisory committee;
2. The CRD consider assuming administrative responsibility for an AAC or a successor model; and
3. Staff report back to the Planning & Protective Services on options for a regional or sub-regional governance and administrative framework."

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING**12.1. [26-0803](#) Motion to Close the Meeting**

MOVED by Director Coleman, **SECONDED** by Director Desjardins,

1. That the meeting be closed for appointments and personal information in accordance with Section 90(1)(a) of the Community Charter.

2. That the meeting be closed for Labour Relations in accordance with Section (90)(1)(c) of the Community Charter.

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

4. That the meeting be closed for consideration of whether a meeting should be closed in accordance with Section (90)(1)(n) of the Community Charter.

CARRIED

MOVED by Director Coleman, **SECONDED** by Director Desjardins,

That the meeting be recessed for the meetings of the Capital Region Housing Corporation Board and Capital Regional Hospital District Board.

CARRIED

The meeting recessed at 2:32 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 3:42 pm, and reported on the following:

In accordance with Bylaw No. 3693, that the following be appointed to the Maliview Sewer Local Service Commission for a term expiring December 31, 2028:

Paul Smith

In accordance with Bylaw No. 3693, that the following be appointed to the Fulford Water Service Commission for a term expiring December 31, 2028:

Geoff Weitzel

In accordance with Bylaw No. 3133, that the following be appointed to the Skana Water Service Committee for a term expiring December 31, 2027:

Timo Makinen

In accordance with Bylaw No. 3485, that the following be appointed to the Saturna Island Parks and Recreation Commission for a term expiring December 31, 2027:

Christopher Nicol

That the Environmental Services Committee be permitted to meet in closed session on July 15, 2026 for contract negotiations and proposed service in accordance with Section 90(1)(k) of the Community Charter.

That the CRD adopt the Regional Parks Wildlife and Hazard Tree Program Guidelines as a core policy for the Regional Parks Division, replacing the 1984 Tree Hazard Control Policy.

14. ADJOURNMENT

MOVED by Director Coleman, SECONDED by Alternate Director Wagner,
That the Capital Regional District Board meeting of July 8, 2026 be adjourned at 3:42 pm.

CARRIED

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER



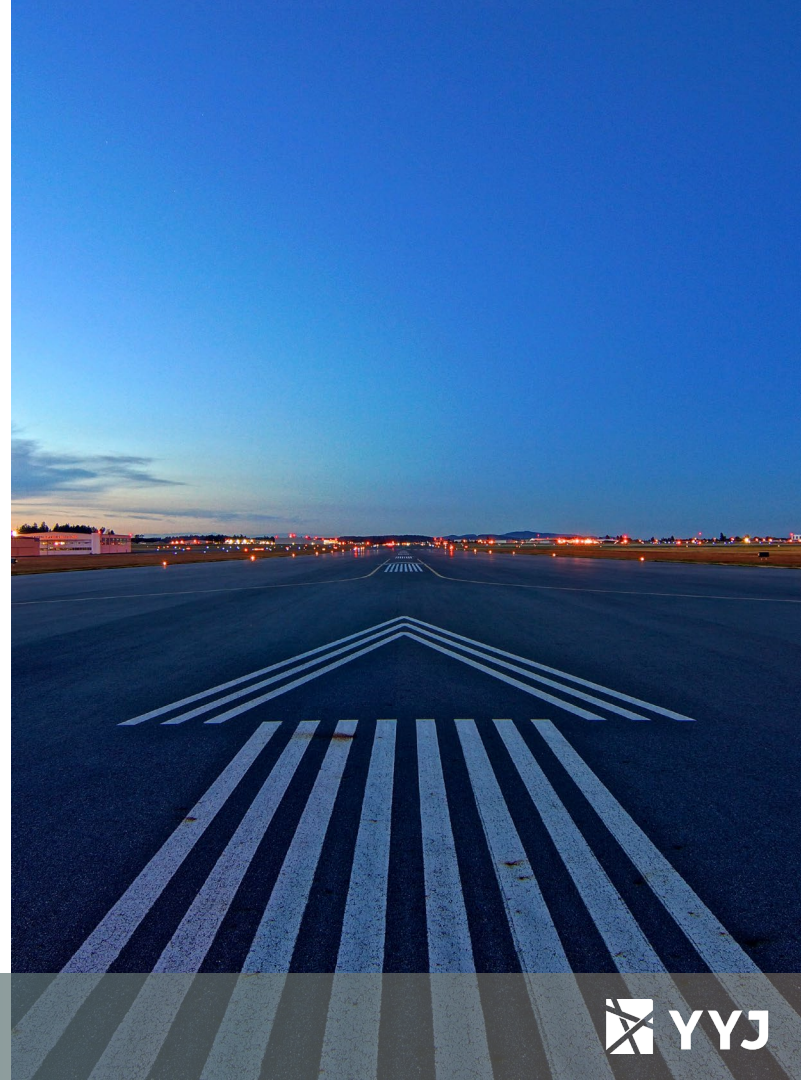
Elizabeth Brown
President & CEO
VICTORIA AIRPORT AUTHORITY

Arrivals Arrivées



2025 HIGHLIGHTS

- YYJ's busiest year since 2018 –
1.98m passengers
 - Progress toward W̱SÁNEĆ
Friendship Agreement
- Design of the Upper Holdroom
Expansion completed

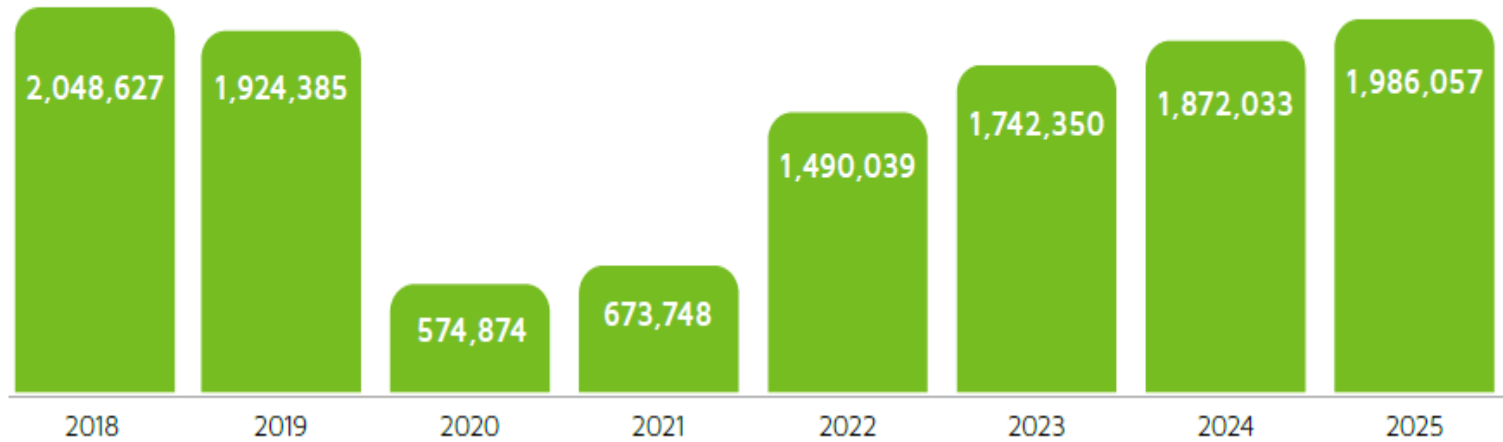


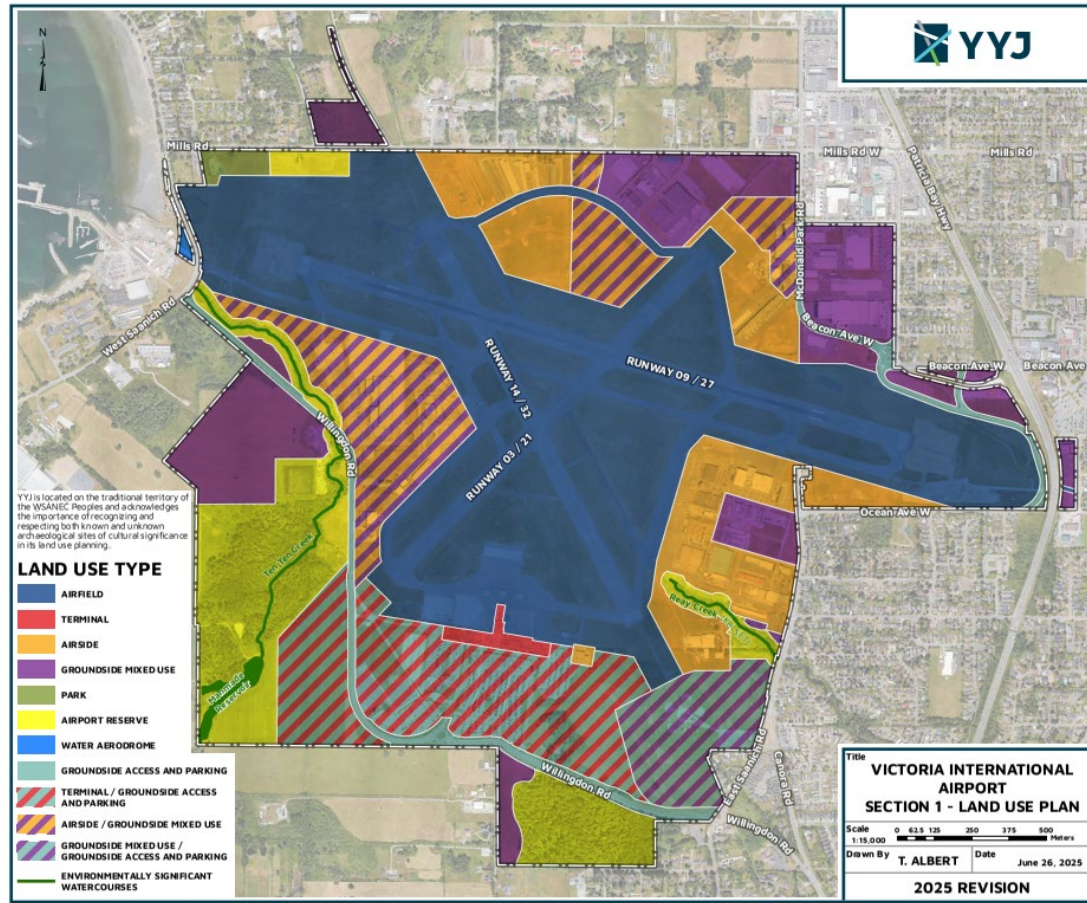
2025 Highlights

- BC Top Employer (6th year)
- Airport Service Quality (ASQ) Customer Experience Award for **Best Airport in North America** at Departures serving under two million passengers
- Advanced Terminal Expansion planning

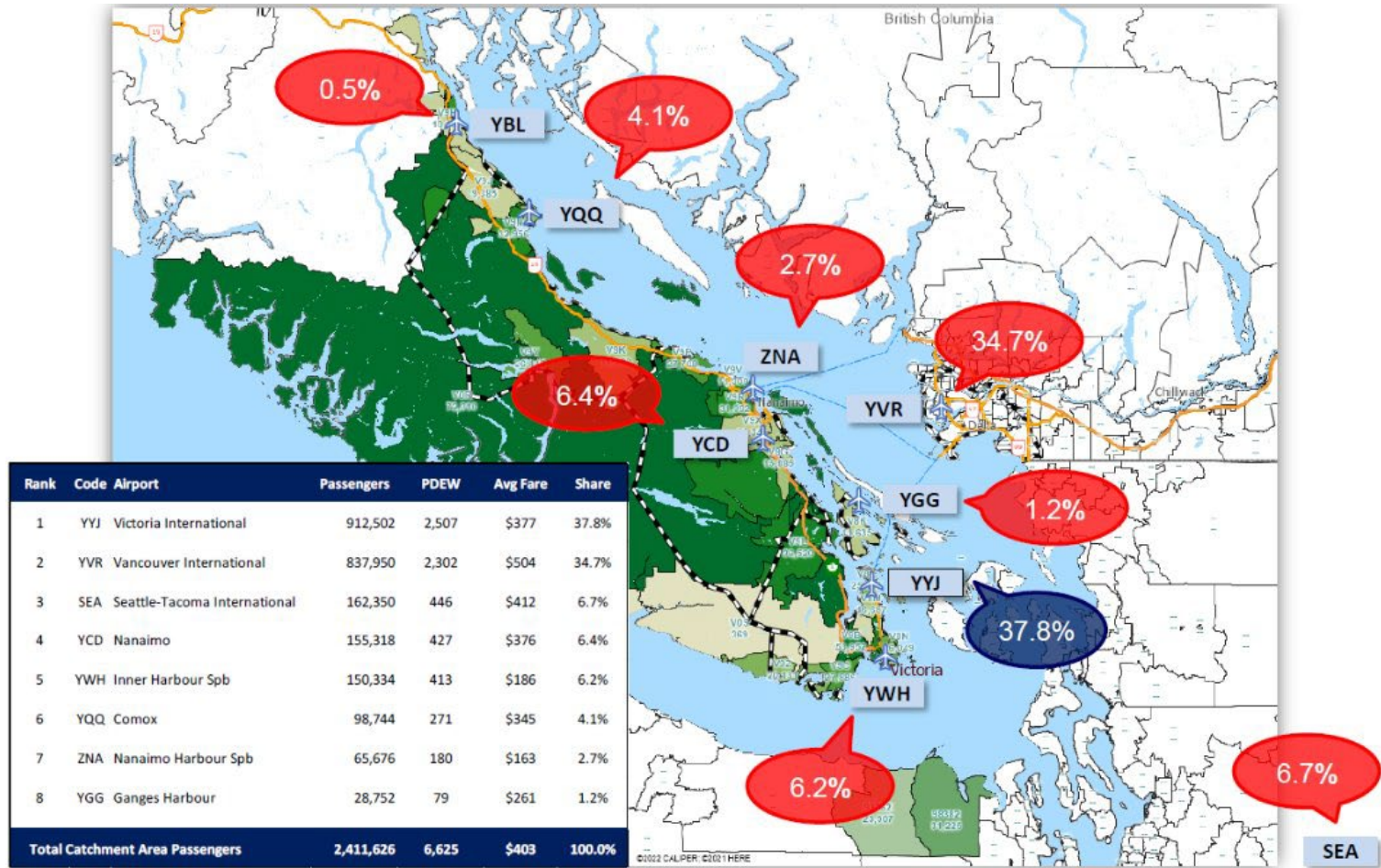


Annual Passenger Traffic at YYJ





Updated Land Use Plan



AIR SERVICE DEVELOPMENT

- Strong connectivity through Vancouver, Calgary, Toronto, Montréal
- Porter Airlines launched direct Ottawa service
- Alaska Airlines expanded Seattle frequency/capacity





YYJ

VICTORIA
INTERNATIONAL
AIRPORT

Year Round —————

Seasonal - - - - -



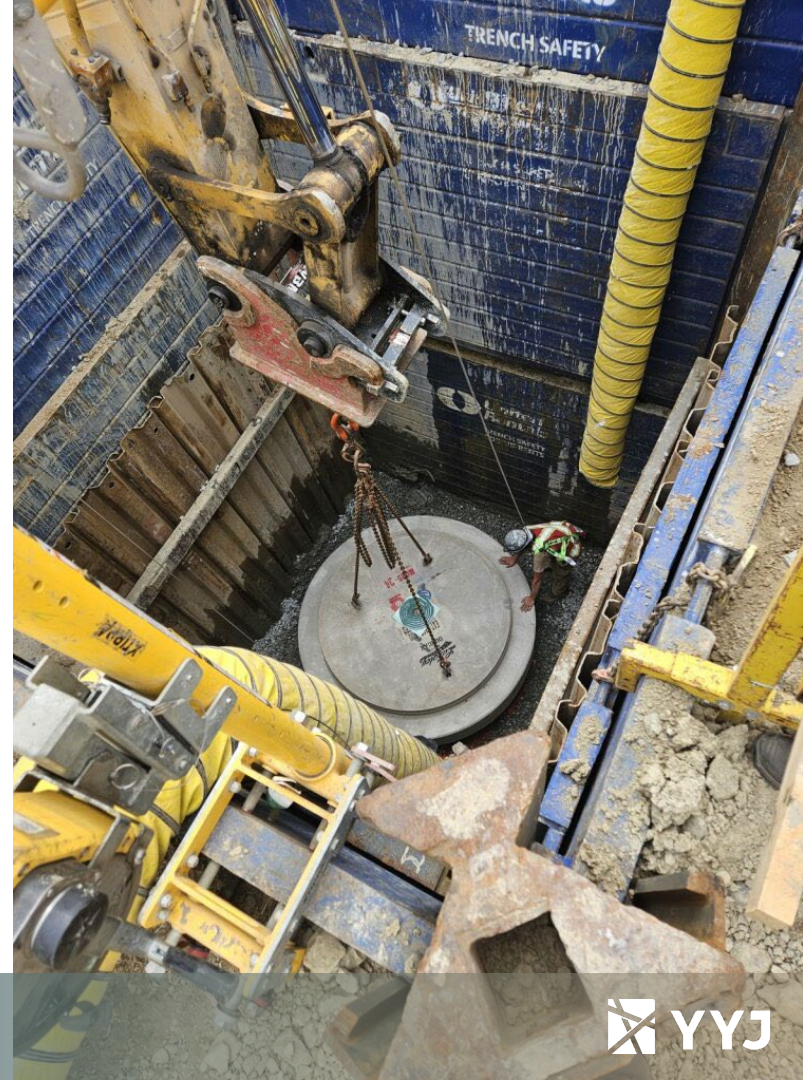
STRENGTHENING YYJ'S FUTURE

- Created Revenue Strategy & Business Development Team
- Expanded airline and stakeholder engagement
- Participation in ACI and national aviation forums



BUILDING FOR THE FUTURE

- \$14.6 million delivered
- 28 major infrastructure projects completed
- Stormwater infrastructure renewal
 - Utility condition assessment/infrastructure planning
- Upper Holdroom Expansion Design
 - Terminal Expansion Program
 - Runway Capacity Study

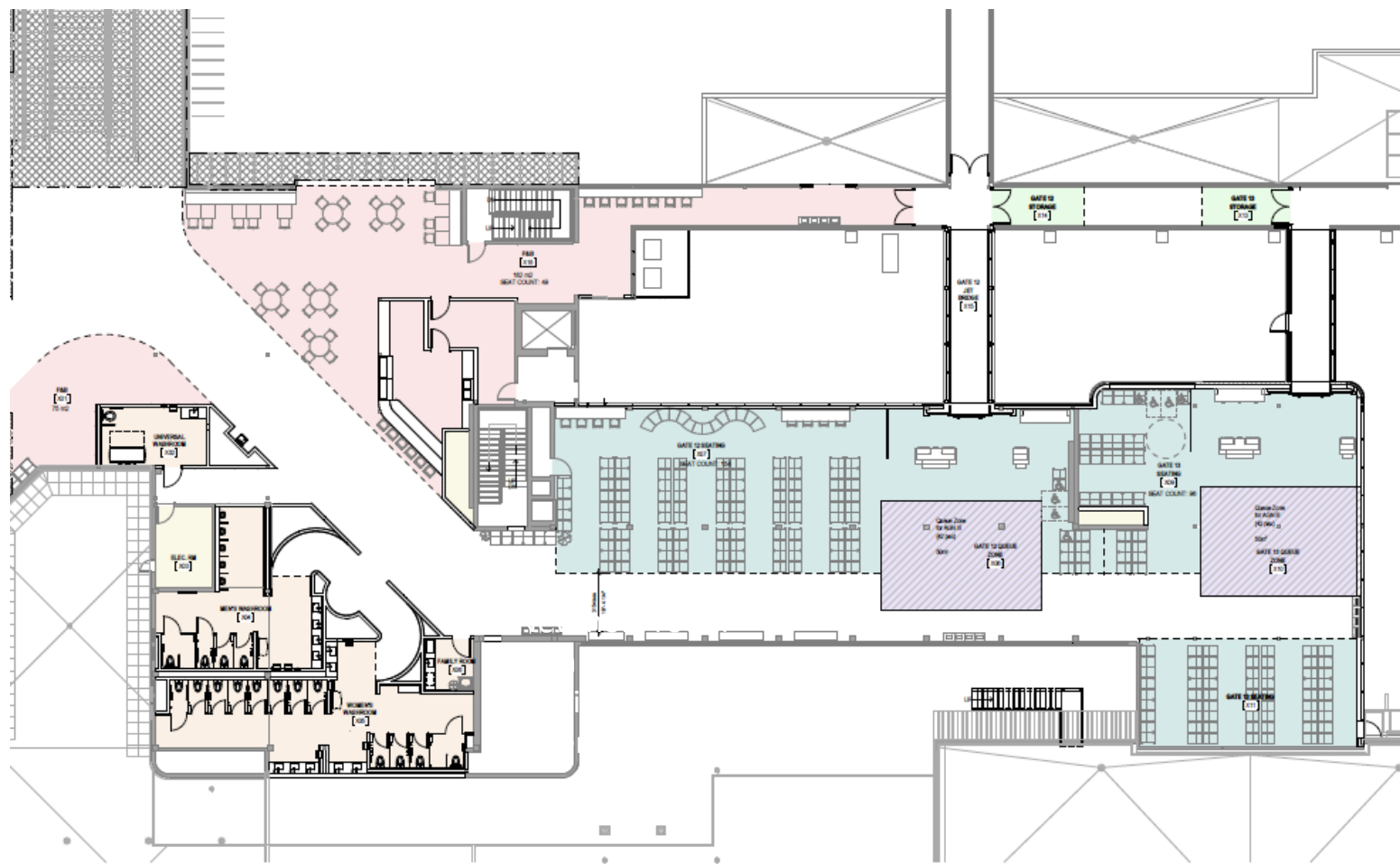




UPPER HOLDROOM EXPANSION

- Design completed in 2025
- Construction beginning in 2026 to be completed Q1 2028
- Increased seating, flow, and passenger capacity
- New concession opportunities

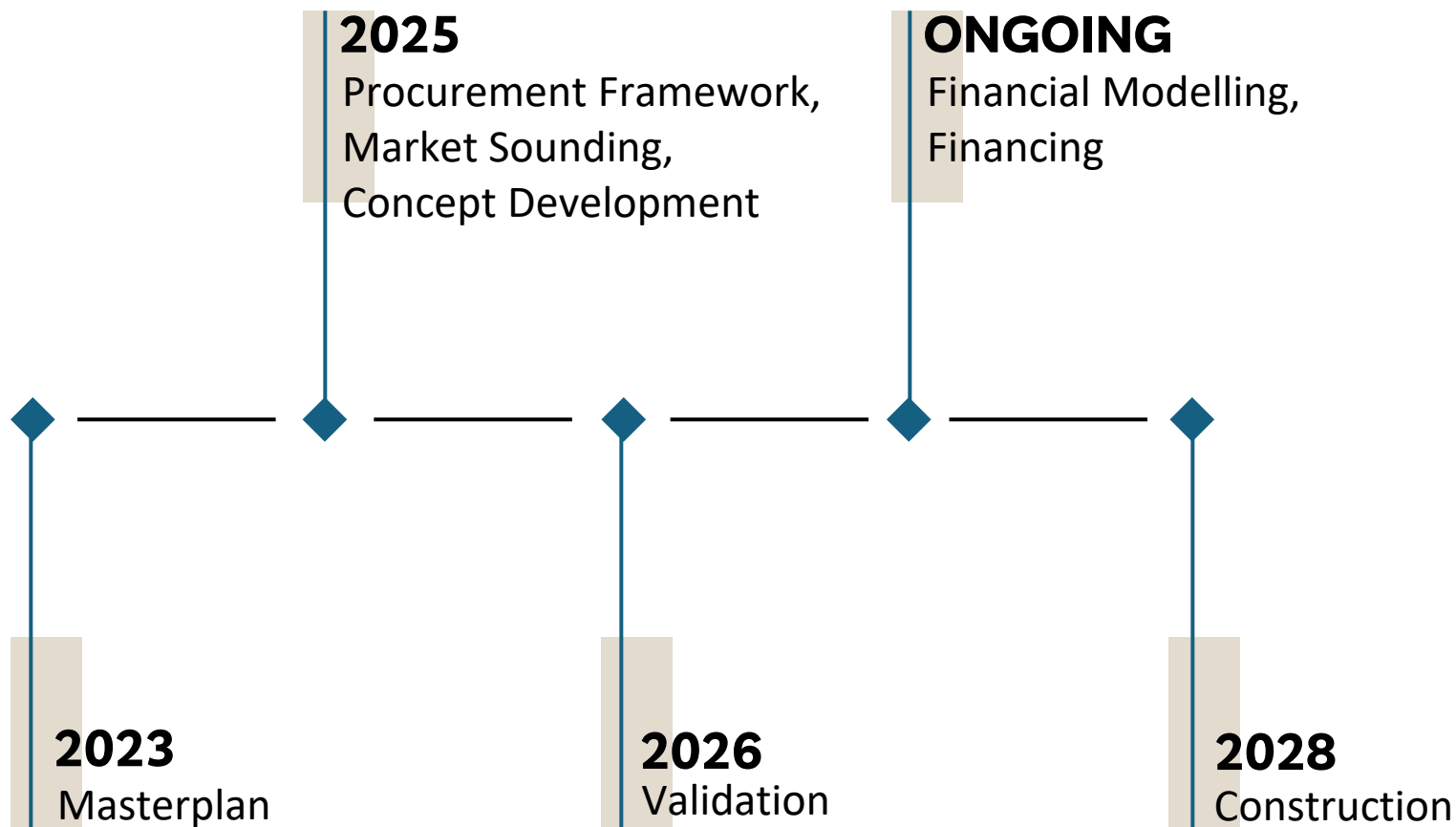




Upper Hold Room



Terminal Expansion



ENVIRONMENTAL TARGETS

- 50% reduction in Scope 1 & 2 emissions
 - +20% in biodiversity-enhanced land
 - 25% reduction in water consumption per passenger
 - Salmon-safe certification by 2035
 - 50% waste diversion by 2030
- 5 Year Sustainability Plan on @yyj.ca



LASTING RELATIONSHIPS

- Friendship Agreement finalized for signing in 2026
- New Director of Indigenous Relations position created
- Welcome Poles Restoration Completed



QUESTIONS



**REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT Implications of Applying a Demolition Bylaw in the Electoral Areas

ISSUE SUMMARY

To consider the cost and building code implications of a demolition waste and deconstruction bylaw (demolition bylaw) or equivalent being applied in the three Capital Regional District (CRD) Electoral Areas.

BACKGROUND

At its meeting of April 8, 2026, the Electoral Areas Committee reviewed and discussed the City of Victoria's Demolition Waste and Deconstruction Bylaw (Appendix A) and passed the following motion:

*"The Electoral Areas Committee recommends to the Capital Regional District Board:
That staff prepare a report on the cost and Building Code implications of applying a Demolition Bylaw, or equivalent, to Electoral Areas."*

City of Victoria Demolition and Deconstruction Waste Bylaw

The City of Victoria Bylaw No. 22-062, "Demolition Waste and Deconstruction Bylaw", was recently introduced. Some key elements of the bylaw include:

- Applies only to residential buildings constructed pre-1960's.
- Focuses primarily on the recovery of lumber from older homes, which often contain old-growth timber and predates the widespread use of engineered wood products.
- Uses a financial incentive model whereby applicants pay a \$19,500 refundable fee. The fee is returned when established salvage targets are achieved based on the size of the building being demolished.

The program has reportedly resulted in the recovery of more than 127 tonnes of lumber during its first four years of operation, equivalent to approximately six logging truck loads of material diverted from disposal. In addition, five house moves have occurred (which usually represents around 5 tonnes per house of salvageable material), diverting about 100 tonnes per house from the landfill. The preferred option from a waste reduction perspective are house moves, rather than demolition.

Hartland Landfill Tipping Fee Structure

Through the solid waste service, the CRD continues to implement material bans and differential user fees (tipping fees) to encourage diversion of recyclable construction materials from disposal in the landfill. This approach is intended to ensure that a financial incentive is in place for customers to separate and divert construction materials rather than disposing of them as general refuse.

Hartland Landfill's tipping fee structure for construction-related materials was revised in 2024 to complement municipal initiatives such as Victoria's demolition bylaw. These revisions have

contributed to a reduction in landfill disposal rates from 382 kilograms per capita to 330 kilograms per capita over a two-year period. The 2026 Hartland tipping fees are as follows:

Material	2026 Tipping Fee	Comparison to General Refuse
General refuse	\$160 per tonne	Baseline disposal rate
Asphalt shingles	\$110 per tonne	\$50 per tonne lower
Clean wood	\$80 per tonne	\$80 per tonne lower
Treated wood	\$110 per tonne	\$50 per tonne lower
Drywall (asbestos-containing)	\$214 per tonne	\$54 per tonne higher
Drywall (asbestos-free)	Not accepted	Not applicable

These rates are reviewed annually and are adjusted, if needed, to ensure they continue to motivate material diversion while maintaining the financial sustainability of the solid waste service.

The solid waste service does not currently have fees or programs in place, specifically for the salvaged lumber/wood. Existing CRD programs manage diverted wood, primarily for use as fuel rather than for reuse as construction material.

IMPLICATIONS

Legal Implications

Regional districts do not have the same regulatory powers as municipalities. Section 25(5) of the *Environmental Management Act (EMA)* prohibits regional districts from imposing requirements related to municipal solid waste or recyclable materials at the point where the waste originates, including private property, meaning CRD could not pass an equivalent demolition and deconstruction bylaw.

In its current form, Bylaw No. 1903, “CRD Solid Waste Disposal Local Service Establishment Bylaw, 1991”, does not authorize the CRD to regulate the source separation or collection of solid waste and recyclable materials at the site where the waste originates. These matters are generally within municipal jurisdiction under provincial legislation, including the *EMA* and the *Community Charter*. While a change in authority may be possible, it would require the province to agree to enact the legislative change. If enabled, implementing and administering such a program would also require additional resources and operational capacity.

Even if this power was available under section 25 of the *EMA*, in most cases a regional district can only pass s.25 *EMA* bylaws where included in a provincially-approved waste management plan, which requires public consultation to be conducted in advance of passage of a bylaw.

Building Code Considerations

The City of Victoria’s demolition bylaw is focused on diverting lumber from pre-1960’s homes and appropriately does not focus on other building materials within these old homes. Building construction materials are regulated by the BC Building Code (via referenced material standards such as Canadian Standards Association, ASTM International and Underwriters Laboratories of Canada). Salvaged or recycled materials in most cases would not meet these standards. Older windows do not meet present-day leakage and thermal requirements as an example. Salvaged materials also have the potential to contain hazardous materials (with lead-based paint and caulking as examples), and asbestos was widely used in many older buildings. Construction before 1990 is anticipated to have some hazardous materials. Generally, salvaged construction

materials require more labour and are less convenient to install than new materials. Aged Douglas-fir lumber normally becomes brittle, hard and difficult to cut and nail. It is expected that salvaged lumber could practically be used for new construction with limited applications (such as hardwood flooring, finishes and non-structural framing). Other bulk construction materials such as plaster, concrete, roofing, sidings, plumbing fixtures and insulation are not salvageable as new construction materials. Materials such as wiring, copper and steel plumbing piping, metal ducting and wood stoves are being partially salvaged as scrap metal.

Salvaged lumber could readily be used for flooring, trims and other decorative features without significant scrutiny of meeting a standard. Salvaged lumber used for structural applications could be evaluated by the trained expert and perhaps even as simple as the review and approval from the structural engineer of record.

Electoral Area Considerations

The frequency and number of homes built prior to the 1960's in the City of Victoria are expected to be more common and densely located relative to the three Electoral Areas in the CRD. There may be some homes built prior to the 1960's distributed in the Electoral Areas; however, the distribution of these homes makes it a more costly program to advertise, socialize and manage relative to the densely historic neighbourhoods of Fairfield, James Bay and Vic West.

The population of the City of Victoria is approximately four times greater than that of the Electoral Areas. Although seasonal homes in the Electoral Areas are not included in population figures, we expect there to be significantly fewer buildings overall than in the City of Victoria, resulting in fewer demolition materials available for salvage. Furthermore, unlike the City of Victoria, where older wood-frame buildings are sometimes demolished to make way for larger, multi-storey developments, there are few multi-storey, multi-unit buildings in the Electoral Areas, and older homes are often maintained throughout their natural service life.

Financial Implications

While there is currently no authority under provincial legislation for the CRD to adopt a demolition and deconstruction waste bylaw in the Electoral Areas, if the Province changes the *EMA* in future to allow this authority, implementation of such a bylaw would require new resources. Anticipating the public engagement and communications element of introducing and managing the response to the success of this bylaw, the costs are expected to be similar to the City of Victoria's or greater. These costs are also understood to be a key element of providing the service. These costs are expected to include:

- \$20,000 in advertising and public engagement costs for public events in the first year
- 0.5 of a full-time position equivalent in first year
- Reduced to a 0.25 of a full-time position equivalent in subsequent years
- Consultants time – about \$5,000 to \$10,000 per year to assist homeowners and the construction industry participants.

These costs are roughly expected to be about \$100,000 in the first year and \$45,000 annually in future years that would need to be funded through requisition.

CONCLUSION

CRD does not have the power to pass a demolition and deconstruction bylaw under the *Environmental Management Act*. In its current form, CRD Bylaw No. 1903 does not provide authority for the CRD to regulate the source separation, recovery, or collection of demolition waste and recyclable materials on the property where waste originates. Responsibility for such regulation generally rests with municipalities under provincial legislation. Should additional legislative authority become available, implementation of a demolition and deconstruction program in the Electoral Areas would require dedicated staffing, public engagement and ongoing administrative support. While a similar program to the City of Victoria could be considered for the Electoral Areas, the lower density and reduced number of eligible buildings would likely result in lower overall material recovery than that achieved in Victoria, while implementation costs may remain comparable. The CRD has already introduced differential tipping fees at Hartland Landfill to encourage diversion of construction and demolition materials, and these measures have contributed to reductions in landfill disposal over recent years.

RECOMMENDATION

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

Submitted by:	Stephen Henderson, MBA, P.G.Dip.Eng, BSc, General Manager, Electoral Area Services
Concurrence:	Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services
Concurrence	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Model Demolition Waste and Deconstruction Bylaw (February 18, 2026 Environmental Services Committee)

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 18, 2026**

SUBJECT **Model Demolition Waste and Deconstruction Bylaw**

ISSUE SUMMARY

To present for Capital Regional District (CRD) Board endorsement a model bylaw for deconstruction and demolition waste that will serve as a resource for municipalities in the capital region.

BACKGROUND

At its March 2025 meeting, the CRD Board directed staff to develop a model demolition waste and deconstruction bylaw for municipalities in the region, using the City of Victoria's existing bylaw as a foundation.

Regional Direction and Data

Promoting the reuse of materials that would otherwise be sent for landfill disposal is one of the guiding principles of the region's 2021 Solid Waste Management Plan (SWMP). Further, Strategy 5A of the SWMP requires the CRD to "develop model language for bylaws, best practices, official community plans and economic development strategies for use by local governments using research and collaboration to guide this process [of working towards a circular economy]."

The CRD's 2022 Hartland Landfill Waste Composition Study identified construction and demolition material as 13.3% of the overall waste stream, with another 18.9% of landfilled waste identified as wood and wood products. Compared to 2016 data, non-wood construction and demolition materials had increased by 29 kg/capita (6.6%) in 2022, while wood and wood products had increased by 15 kg/capita (1.9%).

Existing Waste Diversion Policies

In September 2022, the City of Victoria implemented its Demolition Waste and Deconstruction Bylaw to reduce the large volume of wood waste from house demolitions by establishing minimum wood-salvage targets, encouraging the construction industry to deconstruct or relocate homes rather than demolish them. This bylaw requires any person applying for a demolition permit to remove a structure built prior to 1960 to submit a refundable waste management fee of \$19,500. The permit holder is then given a unique salvage target based on the square footage of the structure and, if the target salvage rate is achieved, their waste management fee is refunded.

Compliance with the City of Victoria bylaw ensures that wood from demolition work is kept intact for reuse. To date, the City of Victoria's bylaw has diverted more than 80 tonnes of wood for reuse and, due to the nature of the deconstruction process, has in many cases also preserved other reusable elements of these buildings, including windows, cabinets and doors.

The CRD Board's direction to ban wood and asphalt shingles from landfill disposal in 2024 further supported the economic case for material salvage and recycling, improving permit holder compliance with the City of Victoria's bylaw.

Proposed Model Bylaw

The CRD's proposed model bylaw (Appendix A) is based on the City of Victoria's existing regulation, with some minor modifications to facilitate implementation by municipalities that may have different ticketing frameworks and operating fees.

If amended and adopted by additional municipalities, the resulting increase in deconstruction and house moving activities (versus traditional demolition) will divert a range of construction and demolition materials from landfill disposal in support of the region's SWMP goal to reduce the region's landfilled waste to 250 kg per capita by 2031.

NEXT STEPS

If endorsed by the Board, staff will present this model bylaw to municipal colleagues at an upcoming Local Government Waste Reduction Working Group meeting. This working group is comprised of solid waste planning and operations staff representatives from municipalities across the region. Following this presentation, staff will distribute this staff report and the accompanying model bylaw to all working group members for review and consideration.

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends to the Capital Regional District Board: That this model Demolition Waste and Deconstruction Bylaw be distributed to staff at municipalities in the capital region for consideration and independent review.

Alternative 2

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

A guiding principle of the 2021 SWMP is to promote the reuse of materials that would otherwise be landfilled. By incentivizing house moving and deconstruction, materials from house demolitions, including salvageable wood, are kept intact and can be reused.

The development and circulation of this model bylaw aligns with Strategy 5A in the SWMP, which directs staff to support local governments in working towards shared zero waste goals and a circular economy by developing model language for bylaws.

CONCLUSION

Construction and demolition materials have been identified as a significant proportion of the waste currently being disposed of at Hartland Landfill. The City of Victoria implemented a bylaw to address the volume of waste generated by house demolitions in 2022 and, following CRD Board direction in 2025, a model bylaw based on the City's regulation has been drafted as a resource for other municipalities in the region. Pending further Board direction, staff will share this model bylaw with local government staff for consideration and potential implementation in their respective municipalities.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:
That this model Demolition Waste and Deconstruction Bylaw be distributed to staff at municipalities in the capital region for consideration and independent review.

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

ATTACHMENTS

Appendix A: Model Demolition Waste and Deconstruction Bylaw

Model DEMOLITION WASTE AND DECONSTRUCTION BYLAW
BYLAW NO. [XX]

This Model Bylaw is for reference purposes only. It is recommended that prior to using the Model Bylaw, or any portions, that legal review and advice is obtained.

Acknowledgment: The template for this Model Bylaw is the City of Victoria Bylaw No. 22-062: Demolition Waste and Deconstruction Bylaw.

DEMOLITION WASTE AND DECONSTRUCTION BYLAW

A BYLAW OF [MUNICIPALITY]

The purposes of this Bylaw are to regulate, prohibit, and impose requirements to ensure that waste and reusable materials resulting from demolition work are managed in a manner that enhances and protects the wellbeing of the community and to ensure the efficient use of waste disposal and recycling services.

Contents

1	Title
2	Definitions
3	Waste Management Fee and Fee Refund
4	Signage
5	Prohibition
6	Inspections
7	Offences
8	Penalties
9	Severability
10	Definitions in Relation to this Part
11	Repeal of Transition Provision
12	Commencement

Under its statutory powers, including sections [numbers] of the [municipality's Charter], the [Council of the Corporation or equivalent] of [municipality] in an open meeting assembled enacts the following provisions:

PART 1 - INTERPRETATION

Title

- 1 This Bylaw may be cited as the "Demolition Waste and Deconstruction Bylaw".

Definitions

- 2 In this bylaw:

The following words have the same meaning ascribed to these terms in Division A, section 1.4 of the BC Building Code: basement, first storey, floor area, storey;

"above-ground floor area" means the sum of the floor area of each storey including the first storey and any upper storeys, but excluding the basement;

"Building Bylaw" means the [municipality's Building Regulation Bylaw] No. [XX];

"building official" has the same meaning ascribed to this term in the [municipality's Building Regulation Bylaw];

"Director" means the [municipality's Director of Engineering and Public Works or

equivalent] or their designated representative;

“rate adjustment” means a formula to calculate the reduced salvaging rate under section 3(4), as follows: salvaging rate minus kilograms of damaged or post-1960 wood divided by above-ground floor area, using a conversion of 1.4 kilograms per board foot;

“recycling” means the process of collecting, sorting, cleaning, treating and reconstituting materials that would otherwise be waste, and converting them into material that can be used for new products, and includes storage for such purpose;

“reuse” means further or repeated use of wood originating from work, and includes storage for such purpose but does not include recycling;

“salvaging” or “salvaged” means the removal of wood originating from work such that the materials are protected from damage and kept intact for:

- i. reuse;
- ii. sale or donation to a business or organization that resells or builds products using salvaged wood; or
- iii. donation to a charitable organization that reuses or sells for reuse salvaged wood and is registered under the *Income Tax Act* (Canada) or a non-profit organization to which section 149 of the *Income Tax Act* applies;

“salvaging rate” means the amount of wood required to be salvaged, as specified in Column 1, Table 1, Schedule C, in order to be eligible for a waste management fee refund;

“single family dwelling” or the equivalent term in the municipality] has the same meaning ascribed to this term in the [Zoning Bylaw or equivalent in the municipality];

“two-family dwelling” or the equivalent term in the municipality] has the same meaning ascribed to this term in the [Zoning Bylaw or equivalent in the municipality];

“waste management fee” means the fee amount specified in section 3(1)(b);

“waste management fee refund” means the partial or complete refund of a waste management fee calculated in accordance with Schedules A and C;

“wood” includes dimensional lumber from studs, joists, beams, posts, blocking, headers, sheathing, rafters and flooring with a moisture content of 20% or less and suitable for salvaging, but excludes particle board and medium-density fiberboard material;

“work” means activities that require a building permit under the [municipality’s Building Regulation Bylaw]; that includes the complete or near- complete removal of a structure through demolition, deconstruction, disassembly, or relocation of a:

- i. [single-family dwelling or the equivalent term in the municipality] constructed prior to 1960; or
- ii. [two-family dwelling or the equivalent term in the municipality] constructed prior to 1960;

"Zoning Bylaw" means the [Zoning Bylaw No. XX or equivalent in the municipality].

PART 2 - REGULATIONS

Waste Management Fee and Fee Refund

- 3 (1) A person who carries out or causes to carry out work must submit to the [municipality]:
- (a) a non-refundable administration fee of [\$500, or an amount deemed appropriate based on the administrative costs within your municipality] at the time of submitting an application for a building permit for work;
 - (b) a waste management fee of \$19,500 at the time of submitting an application for a building permit for work;
 - (c) a report within 90 days of completion of the work in the form prescribed in Schedule A; and
 - (d) supporting documentation listed in Schedule B attached with the report in subsection (c).
- (2) Notwithstanding [NTD: Applicable section for permit fee] of the [Building Bylaw or equivalent in the municipality], a person is not required to submit a separate building permit application fee for the work in addition to the fee under subsection (1) of this bylaw.
- (3) The holder of the building permit for work who has fulfilled the requirements under subsection (1) and met the salvaging rates to the satisfaction of the Director, is eligible for a waste management fee refund.
- (4) Where, prior to submitting a building permit application for the work, the amount of wood available for salvaging was damaged by natural disaster, fire, water, insect infestation, or other causes or was added to a structure after 1960, then:
- (a) the person may apply for a reduced salvaging rate by submitting supporting documentation listed in section iii., Schedule B, to the satisfaction of the Director; and
 - (b) the Director shall reduce the salvaging rate by applying the rate adjustment where, in the opinion of the Director, the criteria in this subsection (4) have been met.
- (5) No fee refund shall be issued under this part where the building permit for the work has expired pursuant to the [Building Bylaw or equivalent].

Signage

- 4 A person who carries out or causes to carry out work must post and provide proof of signage on the site of the work in accordance with Schedule D of this bylaw within 10 days of receiving a building permit for the work and maintain such signage on site for the duration of the work.

Prohibition

- 5 No person shall knowingly submit false or misleading information to a building official in relation to any waste management fee refund application or related documentation pursuant to this bylaw.

PART 3 – GENERAL

Inspections

- 6 (1) The Director, a [municipality] employee authorized by the Director, or bylaw officer may enter on or into property in accordance with [section XX, *Community Charter or equivalent in the municipality*], to inspect and determine whether all regulations, prohibitions, and requirements of this bylaw are being met.

(2) A person must not prevent, obstruct, or attempt to prevent or obstruct, an entry authorized under subsection (1).

Offences

[We advise municipalities that have ticketing bylaws or that have opted into the bylaw notice adjudication system to consider whether to make the model bylaw subject to ticketing and to the bylaw notice adjudication system]

- 7 (1) A person commits an offence and is subject to the penalties imposed by this bylaw and the [*Offence Act or equivalent in the municipality*] if that person:
 - (a) contravenes a provision of this bylaw,
 - (b) consents to, allows, or permits an act or thing to be done contrary to this bylaw, or
 - (c) neglects or refrains from doing anything required by a provision of this bylaw.
- (2) Each day that a contravention of a provision of this bylaw continues is a separate offence.

Penalties

- 8 A person found guilty of an offence under this bylaw is subject to a fine of not less than [\$100.00 or as deemed appropriate] and not more than [\$50,000.00 or as deemed appropriate] for every instance that an offence occurs or each day that it continues.

Severability

- 9 If any provision or part of this Bylaw is declared by any court or tribunal of competent jurisdiction to be illegal or inoperative, in whole or in part, or inoperative in particular circumstances, it shall be severed from the bylaw and the balance of the bylaw, or its application in any circumstances, shall not be affected and shall continue to be in full force and effect.

Consequential Amendments to Ticket Bylaw and Bylaw Notice Adjudication Bylaw

- 10 [NTD We advise any municipalities that make the bylaw subject to ticketing under ticketing bylaws or the Bylaw Notice Adjudication System to make consequential amendments to their ticketing bylaws as appropriate.]

PART 4 - TRANSITION, REPEAL, COMMENCEMENT

Definitions in Relation to this Part

- 11 In this Part:

“development permit” means a permit issued under section 490 of the *Local Government Act*;

“multiple dwelling” or the equivalent term in the municipality] has the same meaning ascribed to this term in the [Zoning Regulation Bylaw No. XX or equivalent in the municipality].

Transition Provision

- 12 Section 3(1) does not apply if the person has an approved development permit to construct a [multiple dwelling or the equivalent term in the municipality] on the same site as an existing [single family dwelling or the equivalent term in the municipality] or [two family dwelling or the equivalent term in the municipality].

Repeal of Transition Provision

- 13 Sections 11 and 12 of this bylaw are repealed.

Commencement

- 14 This bylaw comes into force on [Date], except:
- (a) section 3(1)(b), which comes into force on [aforementioned date plus 12 months];
 - (b) section 13, which comes into force on [date in Section 14 (a) plus 21 months].

READ A SECOND TIME the [XX] day of [Month] 202[X]

READ A THIRD TIME the [XX] day of [Month] 202[X]

ADOPTED on the [XX] day of [Month] 202[X]

“First Name Last Name”
[MUNICIPAL CLERK or equivalent]

“First Name Last Name”
[MAYOR or equivalent]

SAMPLE

SCHEDULE A MATERIAL SALVAGE AND DISPOSAL REPORT

Table 1: Project Information

Project address	
Building permit number	
Person or contractor who carried out the salvage	
Demolition or deconstruction completion date	
House relocated for use at another location (<i>check if applicable</i>): ☐	
Reporting in (<i>please check one</i>): Mass (kg or tonnes) ☐ Volume (board ft.) ☐	

Table 2: Wood Salvaged for Reuse, Sale or Donation—if reporting in mass (kg or tonnes)

Load of wood	Name of entity receiving material or describe how material is being reused*	Date on receipt	Scale	Scale location	Net weight (kg or tonnes)
1					
2					
3					
...					
Total					
Salvage rate achieved <u>Total tonnes salvaged for reuse, sale or donation</u> Above ground square metres x 1,000 kg 1 tonne = <u> </u> kg square metres					

[*See definitions of “wood”, “reuse” and “salvaging” for acceptable wood, reuse activities or sale or donation entities]

Table 3: Wood Salvaged for Reuse, Sale or Donation—if reporting in volume (board feet)

Species	Thickness (inches)	Width (inches)	Length (feet)	Quantity	Total linear feet = length x quantity	Board feet = (thickness in inches x width in inches x linear feet) / 12	Name entity receiving material or describe how material is being reused*
					Total board feet:		
Salvage rate achieved							
$\frac{\text{Total board feet salvaged for reuse, sale or donation}}{\text{Above ground square metres}} = \frac{\text{board feet}}{\text{square metre}}$							

[*See definitions of “wood”, “reuse” and “salvaging” for acceptable wood, reuse activities or sale or donation entities]

Table 4: Salvaged Plywood (if applicable)

Quantity	Thickness (inches)	Width (feet)	Height (feet)	Name of entity receiving material

Table 5: Materials Sent for Disposal or Recycling

Load of mixed waste or other material sent to disposal	Material Disposed			
	Date	Material type	Facility	Metric tonnes or kilograms
1				
2				
3				
...				
Total:				

**SCHEDULE B
SUPPORTING DOCUMENTATION**

i. Wood salvaged for reuse, sale, or donation:

- Receipts for sale/donation of wood salvaged for reuse indicating contractor, business or organization name, quantity of wood and date*, or
- For wood stored for future reuse: address(es) of storage location(s) and contact information for site manager(s) at storage location(s), and
- Scale receipts for each load of wood sold, donated, or stored, indicating scale location, quantity of wood in kilograms or metric tonnes, and date
- A photo of each load of wood

OR, if the house as constructed was relocated for reuse:

- Documentation to demonstrate the move and the site to which the house was relocated

[See definition of “reuse” and “salvaging” for acceptable reuse activities or sale or donation entities]*

ii. Mixed waste or other material sent for disposal or recycling:

- Disposal or recycling facility tipping receipts indicating facility name, date, material type and quantity by load

iii. Evidence of damage to salvageable wood, or additions or alterations after 1960, if applicable:

- Quantity in board feet of wood that is damaged or was added after 1960
- Written description of the cause of damage (e.g., fire, water, insect infestation), or additions or alterations made after 1960)
- Building plans with dimensions indicating impacted area(s)
- Building permits for alterations and additions made after 1960 if applicable
- Photos clearly showing damaged wood in situ and the impacted area(s) within the structure, or areas that were added or altered after 1960, prior to demolition or deconstruction;
- Other information that in the Director’s opinion, is reasonably necessary for assessing the scope of damage, or additions after 1960.

SCHEDULE C
WASTE MANAGEMENT FEE REFUND

Table 1: Fee Refund

Column 1 – Salvaging rate: Amount of wood salvaged per unit of above-ground floor area	Column 2 - Amount of waste management fee refund
More than or equal to 40 kg or 28.3 board feet per square metre	100%
30 kg or 21.2 board feet to 39 kg or 27.5 board feet per square metre	75%
Less than 30 kg or 21.2 board feet per square metre	0%

SCHEDULE D
Sign Posting Procedures

1. The owner or owner's agent shall post the sign or signs in a prominent location, clearly visible from the street, and on the site that is subject to the work.
2. The owner or owner's agent shall provide proof of the posted signage to the [municipality] within 10 days of receiving a building permit for the work.
3. The [municipality] shall prepare the sign for the owner to use for the duration of the work. The sign must be returned to [municipality] within 10 days of the completion of the work. If the sign is damaged, lost or discarded, the owner is required to pay for the replacement of the sign.

The [municipality] reserves the right to request that the sign be removed from the site at any time during the work or for the period the demolition permit is active.

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF JULY 22, 2026**

SUBJECT **Core Area Liquid Waste Management Committee 2026 Mid-Year Capital Projects and Operations Update**

ISSUE SUMMARY

To provide a mid-year update on the Core Area Wastewater System capital program and operations, including odour mitigation activities.

BACKGROUND

Capital Program Update

The Core Area Wastewater (CAWW) capital program reflects the planned capital spending for the next five years and forms part of the annual service budget that is approved in March each year by the Capital Regional District (CRD) Board. In 2026, there were 40 capital projects identified, some of which are programs containing several sub-projects. The approved 2026 budget is \$27.8 million. The status of the major projects progressing in 2026 is detailed in Appendix A. This list is not exhaustive as additional smaller projects will also progress based on criticality and the availability of resourcing. Of works currently in progress, 4 projects have noted variances in excess of 5% against the forecasted 2026 spends. These variances are result of project schedule delays and projects moving into 2027.

The total CAWW capital plan for 2026 to 2030 is \$100.5 million. Of this amount, up to \$59.29 million is currently planned to be funded through borrowing, subject to the required approvals.

The CRD anticipates that existing borrowing authority for the service will be fully utilized in 2026. As a result, additional borrowing authority is required to support planned capital investments over the next five years.

The proposed borrowing authority is being advanced through two bylaws:

- Bylaw No. 4750 - \$24.45 million, for capital projects already reflected in the CRD's Liquid Waste Management Plan, which was approved by the BC Ministry of Environment. This bylaw was adopted by the CRD Board on June 10, 2026.
- Bylaw No. 4699 - \$34.84 million, for additional capital renewal and upgrade projects arising since approval of the Liquid Waste Management Plan and therefore requiring elector approval Alternative Approval Process (AAP).

Projects identified in the CRD's approved 2026 Financial Plan that could be funded through bylaw No. 4699 include, but are not limited to:

- Core Area Sewers, Manholes and Chamber Repairs & Upgrades.
- Shoreline Trunk Sewer Upgrade.
- Pump Station Renewal Program.
- Design, site planning, and air quality modelling for introducing carbonization technology at the Residuals Treatment Facility.

The AAP commenced on June 18, 2026, and is scheduled to conclude on July 31, 2026. The results of the AAP are expected to be reported to the CRD Board on September 9, 2026. If the AAP is successful, the Board may proceed with final adoption of Bylaw No. 4699.

Operations Update

Compliance

Compliance monitoring is undertaken to confirm that regulatory requirements are met and appropriately reported. Table 1 summarizes non-compliance events recorded to the end of June 2026.

Table 1: Non-Compliance Events, January-June 2026

Month	# of times out of Compliance	Reasons for Non-Compliance
January	1	Average TSS, cBOD, and max TSS exceeded permitted levels
February	2	Average TSS, cBOD, and max TSS exceeded permitted levels. An equipment error created a hydraulic surge at MPWWTP Feb 2, resulting in the treatment capacity of the facility being overcome.
March	1	Average TSS, cBOD, and max TSS exceeded permitted levels
April	1	Average TSS exceeded permitted levels
May	1	Planned Plant bypass resulting in an exceedance in all permitted levels.
June	0	Waiting for monthly averages
Total to end of June	6	6 non-compliance events due to exceedance of permitted effluent levels, one the result of an equipment error and one due to a planned plant bypass

Year-to-date compliance performance is primarily affected by effluent quality exceedances. The primary driver for these non-compliance events is effluent in the limited performance and availability of the tertiary disc filters. The February event resulted from an equipment error that created a hydraulic surge at MPWWTP and exceeded treatment capacity. The May event was directly related to the planned bypass work.

For comparison, five non-compliance events were recorded through the end of May 2025. These events were similar in nature to the 2026 year-to-date events.

In early June 2026, MPWWTP staff initiated a pilot project to optimize the secondary treatment process through adjustments to chemical dosing, mixing speeds, and recirculation. The pilot is intended to improve effluent quality, reduce turbidity, and lower chemical costs. The project uses a reinforcement learning program designed to support continuous, safe optimization of on-site operations.

Odour Management

The McLoughlin Point Wastewater Treatment Plant (MPWWTP) was designed in accordance with the Project Agreement, which included treatment of all odour-laden air before discharge to the environment. All exhausted air at and beyond the plant boundary property line and the shoreline should have a maximum odour concentration of five odour units per cubic meter (OU/m³). MPWWTP has a sophisticated air collection and handling system, with carbon treatment to manage odour-laden air from the process systems. Despite the state-of-the-art odour control systems, MPWWTP has generated complaints from neighbouring communities since commissioning. As a result, the Capital Regional District (CRD) committed to continued monitoring of the odour control system performance and discharges, and to work directly with equipment suppliers to seek opportunities to further increase potential odour removal.

An internal audit of the odour collection and treatment systems, as well as an analysis of the previous odour complaints, completed at the end of 2022, outlined the odour mitigation steps for future years. These tasks included an odour assessment using dispersion modelling, odour collection upgrades, revisions to plant maintenance procedures, and a recommendation for further review of findings to validate the approach.

Results from the odour modelling work completed by WSP Canada Inc. confirmed the maximum odour concentration at the plant property boundary remains below 5 OU/m³ during normal plant operations. During plant maintenance work, when tank covers are removed, odour concentrations at the plant property boundary and within the surrounding community were observed to exceed the maximum 5 OU/m³.

Staff continue to log and investigate all odour complaints from the community. This information is used to further inform the modelling and understanding of the impact of maintenance activities on odour dispersion.

Preventative maintenance and system upgrades with a higher risk of odour emissions are scheduled outside seasonally warmer periods wherever practicable to reduce potential community impacts. Standard operating procedures require consideration of wind, temperature, and tide conditions to reduce the likelihood of odour emissions extending beyond facility boundaries during maintenance activities.

The MPWWTP's odour control system operates as designed under normal conditions. The CRD completed additional odour mitigation upgrades in 2025 and has further work planned for 2026 and 2027, consistent with the MPWWTP Odour Control System Review and Assessment. These actions are expected to improve regular plant operations and reduce community odour impacts associated with maintenance activities.

Odour Complaints and Public Engagement

In 2025, the Core Area system received 100 odour complaints. Of the 100 complaints, 52 were attributed to MPWWTP, 46 to the conveyance system, and 2 to other sources. Table 2 provides a summary of the complaints recorded since 2021.

Table 2: Summary of Wastewater Odour Complaints Received

Year	Number of days complaints received	Number of complaints	Number of unique complainants
2021	135	222	69
2022	85	101	29
2023	116	151	46
2024	47	73	33
2025	76	100	26
To Date 2026	37	41	7

Each odour complaint is investigated to confirm its nature and potential source. Since commissioning of the MPWWTP in 2021, complaint activity has generally declined from the 2023 peak with fewer unique complainants; however, increases in 2025 and 2026 have been associated with two isolated conveyance system locations, which account for 40% of 2026 complaints to date. To address ongoing concerns, several mitigation initiatives have commenced or been completed as outlined in the following section.

A second MPWWTP bypass was completed from May 22 to 29 in response to unforeseen leakage from a plant valve. The bypass was required to protect plant infrastructure, maintain worker safety, and reduce the risk of uncontrolled system failure. The work was not expected to generate odour impacts, and the two complaints received during this period were not attributed to the project.

Staff continue to engage with the Esquimalt Liaison Committee (ELC) on odour mitigation and upcoming maintenance activities that may generate odour. In 2026, semi-annual ELC meetings are scheduled for March 5 and September 24, with operational updates planned for May 28 and November 26.

Odour Mitigation Initiatives

Conveyance System

In response to identified odour concerns within the conveyance system, the following mitigation measures have been implemented:

- Differential pressure monitoring: Select manholes have been monitored to collect data on the conditions that contribute to gas release (**Ongoing**).
- Installation of new manhole equipment: New equipment has been installed in targeted manholes to treat H₂S emissions and associated odours (**Complete January-2026**).
- Continuous H₂S monitoring: Year-round monitoring is in place to track H₂S levels and identify trends over time (**Ongoing**).
- Increased chemical dosing: Bioxide dosing has been increased to support odour reduction and minimize impacts to nearby residents (**Complete January-2026**).
- Outfall pipe crack repair: Repairs have been completed to seal additional pathways for escaping gas (**Complete-2025**).

- Source control review: The CRD source control team has been engaged to review bylaw requirements and clarify municipal responsibilities related to sulphide discharge into CRD infrastructure (**Complete May-2026**).
- Long-term engineering review: Given the persistent nature of the concern, a third-party engineering firm has been retained to complete a study this summer evaluating additional measures to mitigate odour emissions from CRD infrastructure (**Started June-2026**).

McLoughlin Wastewater Treatment Plant

In addition to administrative controls for maintenance-related odour, the following 2025 upgrades were completed to improve system performance and reduce emissions:

- Secondary Odour Control System Upgrades: Reduced moisture through the pre-filter improves odour removal, extends product life, and reduces maintenance requirements (**Complete December-2025**).
- Densadeg No. 1 Scum Removal System: Improved scum removal eliminates an odour source and reduces the required frequency of Plant Maintenance (**Complete June-2026**).
- MBBR Odour Extraction Ducting Improvements: The addition of mist eliminators and increasing the duct diameter will improve odour extraction from the MBBR tank (**Complete December-2025**).
- Dirty Backwash Tank Odour Treatment System Upgrade: Upgrading the current passive system to a larger fan unit (**Complete May-2026**).

Each of these upgrades are expected to reduce odour impacts in surrounding communities. Localized benefits have already been observed on-site at MPWWTP and should be reflected by fewer complaints during summer 2026 and beyond.

Future Odour Control Related Improvements

The next phase of work will target remaining odour sources in the collection system and process treatment areas.

Table 3: Core Area Odour Projects

Improvement	Purpose	Target Year
Collection system full-service odour control system	H ₂ S monitoring and Bioxide dosing to aid odour reduction.	2026
Primary odour control system mist eliminator upgrades	Improve treatment system performance and reduce odour-related maintenance impacts.	2027
Additional odour extraction points for plate settlers and Densadegs	Increase odour capture in identified process areas.	2027

Budget

Aside from the disc filter performance and compliance matters noted above, the remainder of the system has experienced minimal unexpected operational issues to date in 2026. Operating expenditures remain aligned with budget, except for a \$580,000 variance at the Residual Treatment Facility resulting from a 14% Industrial Price Index increase for quarry disposal of biosolids.

CONCLUSION

This report provides the Core Area Liquid Waste Management Committee with an update on ongoing capital programs for the Core Area Wastewater System and the Core Area Wastewater Treatment Project. It also summarizes key operational matters, non-compliance events, odour management activities, and budget variances.

RECOMMENDATION

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

Submitted by:	Joseph Marr, P.Eng., Senior Manager, Infrastructure Engineering
Submitted by:	Jason Dales, B.SC., WD IV, Senior Manager, Wastewater Infrastructure Operations
Concurrence:	Alicia Fraser, P.Eng., General Manager, Infrastructure and Water Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Core Area Wastewater Capital Program – Current Status

Core Area Wastewater Capital Program – Current Status

Project Number	Project Title	Total Budget	2026 Budget	Target Schedule	Project Scope and Update
21-01	Lang Cove Electrical and Building Upgrades	\$1,200,000	\$208,000	Substantial Completion Deadline of October 1, 2026	Construction Contract has been awarded for electrical works for combined projects 21-01, 21-02 & 21-03. Electrical and controls upgrades are underway with Currie PS and Lang Cove PS completed prior to year end 2025 and Marigold PS scheduled to be complete by Q3 2026.
21-02	Marigold Electrical and Building Upgrades	\$5,850,000	\$1,615,000		
21-03	Currie Major Electrical Upgrades	\$2,350,000	\$265,000		
21-05	Harling PS – Complete Replacement	\$2,500,000	\$2,300,000	Construction Completion – Q3 2026	This project is currently under construction with completion anticipated in Q3 of 2026
21-06	Shoreline Trunk Sewer Upgrade	\$4,000,000	\$2,800,000	Construction target winter 2027/28	Detailed design contract is awarded and underway. Negotiations with impacted properties commencing with the hopes of being able to construct in winter of 2027/28.
21-07	Western Trunk Sewer Twinning	\$25,000,000	\$350,000	5+ years	This project is expected to be constructed outside of the current 5-year capital plan window but design progression is expected to continue through the coming years and consideration for coordinating construction with Regional Water Supply upgrades to Main No. 3.
21-13	Craigflower Force Main Twinning	\$20,800,000	\$320,000	Tentative construction commencement target of 2028	Detailed design contract is awarded but significant planning, stakeholder engagement and routing assessment is still required prior to preparing this project for construction.

Project Number	Project Title	Total Budget	2026 Budget	Target Schedule	Project Scope and Update
26-01	Core Area Sewers, Manholes and Chamber Repairs & Upgrades	\$13,300,000	\$7,075,000	Ongoing Program	This new program budget is being well utilized, with separate construction contracts awarded in 2026 for: 1) Harriet Siphon Inlet Chamber Upgrade; 2) Western Trunk Manhole Upgrades; & 3) Alpha Terrace Sewer Replacement; Cecelia Ravine pipe protection work is also being bundled with City of Victoria and CRD trails work to be undertaken on the Galloping Goose Trail and is expected to be awarded by Q3 2026. Additionally, conditional assessment and design effort is underway for 1) Island Grit Chamber structural assessment; and 2) Marigold Intake Chamber.
23-08	Core Area Process and Mechanical Upgrades	\$4,250,000	\$800,000	Ongoing	2026 work includes: chemical dosing optimization with machine learning agent; disk filter fouling mitigation (academic partnership); dirty backwash odour control installation; BAF flow meters installations; mechanical and instrumentation improvement at Macaulay and Clover Pump Stations.
23-09	Core Area Safety and Security Upgrades	\$2,400,000	\$600,000	Ongoing	Annual provisional account for smaller scale safety and security upgrades. 2026 work includes UPS consolidation and generator load testing installation at Macaulay Pump Station.

Project Number	Project Title	Total Budget	2026 Budget	Target Schedule	Project Scope and Update
25-01	Secondary Odour Collection System Upgrade -Pre-filter	\$750,000	\$230,000	Construction Complete Q1-2026	Replacement of existing pre-filter to further optimize odour treatment and extend the life of carbon treatment. Contract substantially completed and warranty period will be until Q1-2027.
25-04	Pump Station Renewal Program	\$5,500,000	\$940,000	Ongoing	Program for small to mid-scale improvements at pump stations focusing on improvements at Penrhyn, Currie Major, Lang cove and any other small to mid-items at other pump stations in 2026 based on existing condition assessments and operational inspections.
26-02	Concrete Condition Assessment	\$650,000	\$450,000	Procurement initiation in Q3 and assessments initiated in Q4.	Plan to engage and hire consultant by end of 2026 and complete assessments by Q1 2027. Results to inform 21-22.
21-22	Asset Management Plan	\$450,000	\$450,000	2027	The project is anticipated to begin in late Q4, once the assessments for Project 26-02 are nearing completion. The findings will be critical in assisting this project, and additional staff capacity is expected to become available at that time.
21-24	Record Drawing and Wastewater Agreement Updates	\$1,100,000	\$470,000	Ongoing	Record drawing project initiation and procurement completed in Q1, kickoff meeting held in Q2 with progress expected steadily to completion by end of Q1 2027. Wastewater agreement updates expected to proceed as staff capacity becomes available.

Project Number	Project Title	Total Budget	2026 Budget	Target Schedule	Project Scope and Update
27-03	Master Plan and Future Wastewater Treatment Plant Assessment	\$1,140,000	\$240,000	Project initiation in Q3, multi-year progression towards completion	Project is planned to be initiated in late Q3 and integrated with project 26-07 and 21-22.
26-07	Wastewater Strategic Planning	\$200,000	\$200,000	Ongoing	The project was initiated in Q1. An RFI was issued and completed in Q2. Based on results, current progression of project includes integrated scope of work with project 27-03.
26-08	Biosolids Advanced Thermal (Biochar) Project	\$10,000,000	\$1,100,000	Construction in 2029 (subject to regulatory authorization)	The project will integrate new equipment at the Residuals Treatment Facility (RTF) to transform Class A biosolids into Biochar. Preliminary design, permitting, business case development, procurement planning, and First Nations consultation are underway to support implementation of the project.

Project Numbers refer to project numbers from the 2026 Capital Plan. The list focuses on the most notable project efforts underway but is not comprehensive of all ongoing capital project efforts.

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF JULY 22, 2026**

SUBJECT **Wastewater Bypass Activities at MPWWTP and ECCC Warning Letter**

ISSUE SUMMARY

This report provides an overview of the two McLoughlin Point Wastewater Treatment Plant (MPWWTP) planned bypass events, outlines the associated regulatory requirements and engagement activities, and summarizes the actions taken and planned in response to a recent warning letter from Environment and Climate Change Canada (ECCC).

BACKGROUND

Rationale for Bypasses

Between March 2025 and June 2026, two planned bypasses of secondary and tertiary treatment works were required at the MPWWTP. Every effort was made to avoid or minimize bypassing of treatment works; however, due to the MPWWTP's hydraulic configuration, secondary and tertiary treatment processes could not be operated during the required work. Both bypasses were undertaken as controlled measures to manage risk to the treatment plant, receiving environment, and broader conveyance system. Primary wastewater treatment processes remained operational and were not impacted by this work

2025 Bypass (March 26 to April 14, 2025)

The first bypass occurred over 20 days and was primarily undertaken to clean the dirty backwash tank (DBWT), which stores backwash waste from the biological aerated filters (BAF, secondary treatment) and disk filters (tertiary treatment). The DBWT had not been cleaned since commissioning the plant in 2020 and had accumulated debris to the point that cleaning was necessary to maintain reliable operation and mitigate odour. The periodic cleaning of the DBWT is a known requirement and is a planned maintenance activity which will need to occur approximately every five years. Staff have been planning the cleaning since 2022. Activities completed during this bypass period included removing approximately 104,000 kg of accumulated media from the DBWT, replacing failed DWBT pump guiderails, and additional cleaning, maintenance, and inspection.

2026 Bypass (May 22 to May 29, 2026)

The second bypass occurred over eight days and was undertaken primarily in response to unforeseen leakage from a BAF inlet valve. Conditions required prompt action to prevent further potential damage to plant processes, ensure worker safety, and avoid uncontrolled system failures. The 2026 bypass included replacing the leaking BAF inlet valve and submarine access door, inspecting the valves and doors in the other BAF units, and retrofits on pump guide rails in the DBWT. Unlike the 2025 bypass, the work was not anticipated as the BAF valve failed prematurely, well before its expected service life of 20 yrs, and resulted in the need for an unanticipated bypass.

Design Requirements for MPWWTP

The discharge from the MPWWTP is considered to be near recreational waters with potential for human contact; therefore, the plant was designed as a Reliability Category 1 facility in accordance with the BC Municipal Wastewater Regulation (MWR). The MPWWTP is authorized to discharge under the MWR registration RE-108831, which stipulates effluent quality and monitoring requirements. The facility must also meet all requirements of the Federal Wastewater Systems Effluent Regulations (WSER). Treated effluent from the plant is discharged to the ocean out the 2 km long outfall.

The MWR requirements for Category 1 facilities apply to process component units, not individual process equipment. Redundancy is incorporated at the process unit level, with critical equipment generally duplicated or designed to operate with one unit out of service, and additional (n+1) redundancy provided for key supporting systems such as pumps. Table 1 summarizes the reliability requirements of MWR for Category 1 facilities versus what is provided for at MPWWTP and incorporated in the Provincially approved Operating Plan for MPWWTP.

Table 1: MWR Reliability Requirements vs MPWWTP Redundancy of Design

McLoughlin Point WWTP System	Category 1 Requirements (MWR)		McLoughlin WWTP	
	Treatment System	Remaining Capacity w/ Largest Unit Out of Service	Units Provided	Remaining Capacity w/ Largest Unit Out of Service
Blower Aerators	Multiple Units	100%	5 Duty, 1 Standby	100%
Primary Clarifier	Multiple Units	50%	2x Plate Settlers + 3x Densadeg	100%
Fine Screens	N/A	N/A	2 Duty, 1 Standby	100%
Aeration Basins	Multiple Units	75%	2x MBBR + 12 BAFs	>75% *
Effluent Filters	2 Minimum	75%	3 Duty Disk Filters	>75% *

* 75% of treatment capacity for secondary and tertiary treatment at 216 MLD.

Full redundancy is not feasible for all components due to space, cost, and operational constraints. As such, some maintenance activities require temporary bypasses, as permitted under Section 49 of the MWR, when work cannot reasonably proceed otherwise. For example, the DBWT dimensions are approximately 31 m × 14 m × 6.5 m (length × width × height), resulting in a tank volume of approximately 2,800 m³. Due to the size and location of the tank, as well as the limited site area available, construction of a redundant DBWT was not feasible. Certain activities, such as cleaning the DBWT, can also require bypass to meet WorkSafeBC safety requirements.

While process redundancy supports continuous operation, interconnecting systems and ancillary equipment still require periodic maintenance, repair, or replacement. Equipment performance can vary from expected service life, with some components failing prematurely and others exceeding design expectations.

Permitting Requirements

In order to carry out maintenance bypasses, authorization is required under the Provincial MWR, and Federal Municipal Systems Effluent Regulations (MSER). In advance of both the bypasses, both Provincial and Federal regulatory agencies were notified, and approvals by both the Provincial and Federal Government were received. Approvals with all specific conditions and compliance requirements are included in Appendix A.

Provincial requirements (under MWR) included:

- Adherence to specific duration, systems bypassed, communication protocols and monitoring program, including specified locations and parameters, during and post bypass.
- Submitting a bypass summary report within 60 days of the completion of the bypass event to the province and specified First Nations.
- Submitting an updated Operating Plan.
 - The 2025 authorization noted the updated Operating Plan must be submitted by September 1, 2025, and include all regular maintenance activities that require bypasses of authorized works with recommendations for how and when to undertake that work to minimize any associated bypass requests.
 - The 2026 authorization noted the requirement to submit a further update to the Operating Plan by October 31, 2026, informed by the results of the Maintenance Bypass Risk and Mitigation Assessment. This update must identify and evaluate design and operational measures to reduce the frequency, duration, and necessity of maintenance-related bypasses, and include recommendations for how and when identified maintenance activities should be undertaken to minimize future bypass requests. These recommendations must include design changes to prevent future bypasses for BAF inlet valves.

Federal requirements (under WSER) included:

- Monitoring measures to be implemented during the bypass, including sampling and reporting results.
- A final report to be sent to ECCC, within 90 days after the last day of the period of the authorization, that among other items, includes:
 - a confirmation of the existence of a plan that describes future planned modifications to the wastewater system and other measures that will be taken to reduce the need for future temporary bypass authorizations. The plan must include a schedule for implementation.
 - a declaration that this plan is available to the public and information on how it is publicly accessible.

To date, the Capital Regional District (CRD) has submitted the 2025 bypass summary report to the Province and the 2025 final report to ECCC. These reports include results and summaries of the bypass activities, communications and monitoring completed. Remaining deliverables include an updated Operating Plan; a Maintenance Bypass Risk and Mitigation Assessment (including confirmation of its public availability); effluent dispersion modelling; and the 2026 bypass summary report and final report. Additional communications, monitoring and reporting for the 2026 bypass are also underway. Actions to address all outstanding issues are outlined below.

Environmental Monitoring Requirements

As a condition of the provincial bypass approval, the CRD is required to evaluate the bypass scenario with an oceanographic plume dilution and dispersion model, and carry out additional monitoring before, during and after bypass events to confirm the model predictions and better understand the potential for impacts. Historically, the CRD has relied on the model to predict near and far field impacts of the MPWWTP wastewater discharge and to guide the environmental monitoring program. Conservative model predictions indicated that exceedances of bacteriological guidelines would occur in the immediate vicinity of the outfall, but that exceedances at far-field locations should not occur. At the time of writing this report, 2026 monitoring data is being compiled; however, data from the 2025 bypass confirmed bacterial levels did not exceed recreational targets (protective of swimming and wading) at any shoreline monitoring location. Additionally, the monitoring confirmed the risk of bacterial contamination impacting shellfish harvesting in the far-field reaches of the plume (e.g., Tl'ches (Chatham/Discovery Islands), Haystack Islets) to be low.

Public and First Nations Engagement

Prior to the bypasses and concurrent to the requests for authorization, the CRD notified all First Nations with interests in the area to explain the reason for the bypasses, potential impacts and the enhanced monitoring to be done during bypassing. The CRD also met with the neighbouring community through the Esquimalt Liaison Committee and posted public website alerts.

ECCC Warning Letter and Engagement

On May 19, 2026, the CRD received a warning letter, dated April 29, 2026, from Environment and Climate Change Canada (ECCC) in relation to the 2025 bypass final report submission (Appendix B). The warning letter outlines alleged contraventions of WSER, specifically sections 44(1)(c.1)(ii), paragraph 45.2(3)(f) and subsection 45.2(4). These related to the CRD's outstanding obligations to include, in the 2025 final report, the confirmation of a plan to reduce the need for future MPWWTP bypasses and to limit adverse effects of bypasses, a schedule for implementation of the plan, and confirmation that the plan is publicly available. The warning letter states that its purpose is to bring these matters to the CRD's attention and to set the expectation that corrective actions will be taken to achieve compliance and demonstrate due diligence going forward. The letter does not constitute a finding of guilt or civil liability.

The MPWWTP is relatively new and, as with any new facility, process and maintenance improvements are typically established within the first few years of operation including identifying the necessary maintenance activities and bypass requirements. As part of ongoing operations of the plant it was understood that bypasses would be necessary. The requirement to develop a bypass mitigation plan was not anticipated so soon after bringing the plant online; therefore, a plan was not readily available to meet the requirements of the ECCC bypass authorization. Further study and engineering assessment is required in order to develop a plan of this nature.

In response to the warning letter, the CRD provided a formal written response to ECCC on June 2, 2026, outlining the actions underway to address the outstanding reporting requirements and achieve compliance with the WSER. The response described the CRD's planned technical assessment process, development of a Maintenance Bypass Risk and Mitigation Assessment

Report and updated Operating Plan, proposed timeline for completion, and commitment to publicly communicate information regarding bypass requirements and mitigation measures. A copy of the CRD's response letter is included as Appendix C.

Next Steps

In order to address the outstanding ECCC requirements identified in the warning letter, the CRD is working to develop the plan to mitigate the need for future bypasses. Staff have engaged the original MPWWTP design engineering consultant to develop a Maintenance Bypass Risk and Mitigation Assessment that will include:

- evaluation of maintenance work;
- predictions for future bypass requirements;
- identification of modifications and evaluation of design and operational measures to:
 - reduce the frequency, duration, and necessity of maintenance-related bypasses
 - limit any adverse effects on fish, fish habitat or the use by man of fish
- recommendations for how and when identified maintenance activities should be undertaken to minimize future bypass requests. Recommendations must include design changes to prevent future bypasses for BAF inlet valves;
- description of future planned modifications to the wastewater system and other measures that will be taken to reduce the need for future temporary bypass authorizations; and
- a schedule for implementation.

Once the Maintenance Bypass Risk and Mitigation Assessment is completed, CRD will re-issue the 2025 final bypass report to ECCC. In addition, a summary of the Maintenance Bypass Risk and Mitigation Assessment will be posted to the CRD website in order to meet the ECCC requirements that the information is made available for public examination. These actions will address the outstanding items noted by ECCC in the warning letter.

Based on the results and findings of the Maintenance Bypass Risk and Mitigation Assessment, operational changes and capital upgrades will be scheduled and incorporated into both capital and operating budgets through the next budget cycle, with costs allocated as part of the five-year capital planning process.

In addition, staff will complete outstanding regulatory requirements of the 2026 bypass authorizations in alignment with the identified Provincial and Federal requirements and timeframes including submitting:

- a Bypass Summary Report to the Province and First Nations.
- a Final Report to ECCC.
- Effluent Dispersion Modelling to the Province.
- an Updated Operating Plan, informed by the Maintenance Bypass Risk and Mitigation Assessment, to the Province.

CONCLUSION

Two bypass events at McLoughlin Point Wastewater Treatment Plant in 2025 and 2026 were necessary, controlled measures undertaken to maintain safe and reliable plant operations. Both bypasses were completed under Provincial and Federal authorizations. Despite the actions undertaken for the 2025 bypass, the Capital Regional District (CRD) received a warning letter from Environment and Climate Change Canada (ECCC) identifying gaps in formalizing and

publicly communicating a plan to reduce future bypasses. In response, the CRD has initiated actions to address these gaps, including completing outstanding reporting requirements, developing a comprehensive Maintenance Bypass Risk and Mitigation Assessment, and integrating its recommendations into operational and capital planning. These steps will strengthen system reliability, reduce the frequency and duration of future bypasses, and support ongoing protection of the receiving environment while meeting regulatory expectations.

RECOMMENDATION

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

Submitted by:	Joseph Marr, P.Eng., Senior Manager, Infrastructure Engineering
Concurrence:	Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Alicia Fraser, P.Eng., General Manager, Infrastructure and Water Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Provincial and Federal Authorizations for 2025 and 2026 MPWWTP Bypasses
Appendix B: ECCC Warning Letter to CRD – April 29, 2026 (Received May 19, 2026)
Appendix C: CRD Response Letter to ECCC – June 2, 2026



Issued Temporary Bypass Authorization - Capital Regional District

From Eaux Usées / Waste Water (ECCC) <eu-ww@ec.gc.ca>

Date Fri 2/21/2025 12:17 PM

To Barri Rudolph <brudolph@crd.bc.ca>

Cc Eaux Usées / Waste Water (ECCC) <eu-ww@ec.gc.ca>

1 attachment (89 KB)

Capital Regional District_NewTempBypassAuth_EN signed.pdf;

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

Hello,

The attached temporary bypass authorization has been issued under the *Wastewater Systems Effluent Regulations* for the McLoughlin Point Wastewater Treatment Plant owned by the Capital Regional District. This authorization allows for the Capital Regional District – McLoughlin Point Wastewater Treatment Plant to deposit bypassed effluent of physical or biological treatment and a volume of 2,761,500 m³ from the final discharge point through the 2 kilometer outfall into the Salish Sea for 504 hours from March 26, 2025 to April 15, 2025.

Conditions of the Temporary Bypass Authorization

Capital Regional District is authorized to deposit effluent during the period of work as long as the conditions specified in the authorization are met (including commitments in the original application and through email correspondence). The following mitigation and monitoring measures of the application must be implemented, including but not limited to:

- Treat the effluent at primary treatment through high rate clarifiers and additionally chemically enhanced clarifiers during wet weather flows of 160 MLD and above until the flows drop to 155 MLD.
- Conduct water column sampling within the initial dilution zone for a broad suite of contaminants as part of regular monitoring program.
- Conduct bi-weekly sampling at far field sites before, during and after the bypass to validate the dispersion model. Sampling will include bacterial sampling as well as bacteria/microbial source tracking to give more information about the sources of the bacteria.
 - Establish in-situ bacterial monitoring near Chatham and Discovery islands in cooperation with First Nations to collect samples before and during the bypass from a mooring.
- Should the far-field sites indicate impacts:
 - Update notification on website if impacts observed at sites that are used for recreation.
 - Notify Shellfish Program.
 - Put signage up if there are impacts on beaches.
- Communicate with First Nations about results from the monitoring in general and inform First Nations of any impacts especially to Chatham and Discovery islands.

Please note this authorization only covers the parameters and dates listed above. If you need to update information on the bypass, please contact ECCC.

Compliance Obligations of the Temporary Bypass Authorization

- During the bypass, the owner or operator must continue to sample, monitor and submit report at the final discharge point, per usual.
 - While the authorization is in effect, it is not required to comply with the effluent quality standards at the final discharge point.
 - If an acute lethality test fails during the authorization, it is not required to increase testing frequency.
 - If monitoring equipment is normally used to record the daily volume or rate of flow but is inoperable during the bypass, a method of estimation can be used to determine the daily volume in accordance with subsection 7(4).
- If the system has CSO points, the owner or operator must continue to monitor and report as required.

Final Report

A final report must be sent to ECCC, within 90 days after the last day of the period of the authorization, that contains the following information:

- the actual duration of the deposits (in hours)
- the actual or estimated volume of all deposits (in m³)
- a description of the actual treatment applied to effluent, if any
- a description of how the mitigation and monitoring measures were implemented during the bypass
- the results of any sampling and monitoring conducted during the bypass period, if applicable
 - This includes samples of the bypassed effluent and any samples collected in the receiving environment
- a confirmation of the existence of a plan that describes future planned modifications to the wastewater system and other measures that will be taken to reduce the need for future temporary bypass authorizations that have large volumes, long durations and are untreated. The plan must include a schedule for implementation
- a declaration that this plan is available to the public
 - Information on how it is publicly accessible must be provided, e.g. a website link

Revocation

A temporary bypass authorization (TBA) may be revoked after it has been issued if:

- the information contained in the temporary bypass authorization application is false or misleading
- the TBA holder has failed to implement the mitigation and monitoring measures that were proposed in the application
- the TBA holder has failed to comply with the compliance obligations
- new information indicates that the authorized deposit had or is likely to have an effect on fish, fish habitat or the use of fish by persons that is more adverse than the effects that were anticipated when the authorization was issued

For more information on temporary bypass authorization, please consult this [factsheet](#).

Regards,

Section des eaux usées

Division des produits forestiers et Loi sur les pêches

Direction des secteurs industriels et substances chimiques

Direction générale de la protection de l'environnement

Environnement et Changement climatique Canada / Gouvernement du Canada
eu-ww@ec.gc.ca / Tél. : 819-420-7727 / Téléc. : 819-420-7384

Wastewater Section

Forest Products and Fisheries Act Division
Industrial Sectors and Chemicals Directorate
Environmental Protection Branch
Environment and Climate Change Canada / Government of Canada
eu-ww@ec.gc.ca / Tel: 819-420-7727 / Fax: 819-420-7384



Government
of Canada

Gouvernement
du Canada

Canada

Ce courriel a comme seul but de fournir de l'information. Ce courriel n'est pas un substitut pour la lecture du Règlement sur les effluents des systèmes d'assainissement des eaux usées (RESAEU) et ne remplace ni ne modifie en aucune façon la Loi sur les pêches ou le RESAEU. En cas de divergence entre l'information contenue dans ce courriel et la Loi ou le RESAEU, la Loi et le RESAEU ont préséance. Les personnes aux prises avec des problèmes juridiques précis sont priées de consulter un avocat.

This email is intended to provide guidance only. This document is not a substitute for reading the Wastewater Systems Effluent Regulations (WSER) and does not in any way supersede or modify the Fisheries Act or the WSER. In the event of an inconsistency between the content of this email and the Act and/or the WSER, the Act and the WSER prevail. Individuals with specific legal problems are urged to seek advice from legal counsel.

Wastewater Systems Effluent Regulations

TEMPORARY BYPASS AUTHORIZATION

Name of owner: Capital Regional District
Address of owner: **Civic:**
625 Fisgard Street
Victoria, British Columbia, V8W 1R7
Mailing:
625 Fisgard Street
Victoria, British Columbia, V8W 2S6
Name of operator: Capital Regional District
Address of operator: **Civic:**
625 Fisgard Street
Victoria, British Columbia, V8W 1R7
Mailing:
625 Fisgard Street
Victoria, British Columbia, V8W 2S6

in respect of

Name of wastewater system: McLoughlin Point Wastewater Treatment Plant
Address of wastewater system: **Civic:**
337 Victoria View Road
Esquimalt, British Columbia, V9A 3Z3

is (are) authorized, as of March 26, 2025 for 504 hours until April 15, 2025 to deposit effluent with physical or biological treatment and a volume of 2761500 m³ from

- Latitude (N): 48.4199 Longitude (W): 123.3973

into Salish Sea (Juan de Fuca Straight)

IMPORTANT: Please refer to sections 45.1 and 45.2 of these Regulations for the conditions and compliance requirements related to the authorization. Please also note that this authorization may be revoked under section 47(3) of the *Wastewater Systems Effluent Regulations*.

Authorization Officer

Signature: Aubie, Karissa
Digitally signed by Aubie, Karissa
Date: 2025.02.21 14:18:06 -05'00'

Date: February 21, 2025

Name: Karissa Aubie

Title: Acting Manager, Wastewater



February 19, 2025

Authorization Number: 108831

VIA EMAIL:

Samantha Silva: ssilva@crd.bc.ca

Capital Regional District
625 Fisgard Street
Victoria BC V8W 2S6

Dear Capital Regional District

Re: Request for Temporary Bypass of Authorized Works at McLoughlin Point Wastewater Treatment Facility pursuant to section 49, Municipal Wastewater Regulation, Registration 108831

On December 6, 2024, the Ministry of Environment and Parks (ENV) received your updated request for approval of a temporary bypass of works authorized under Municipal Wastewater Regulation Registration 108831 at McLoughlin Point Wastewater Treatment Facility.

Bypass Request:

The Capital Regional District (CRD) is requesting a bypass of their secondary and tertiary treatment trains at the McLoughlin Point Wastewater Treatment Facility to undertake regular maintenance of the dirty backwash tanks that support the biological aerated filters and the disc filters. The bypass is requested for up to 21 continuous days between March and May 2025, and will result in an estimated 131.5 m³/day of primary treated effluent discharged to the marine environment via the McLoughlin Point marine outfall (1,925m long and 60m depth).

Conditional Approval of Bypass:

Pursuant to Section 49(2)(b) of the Municipal Wastewater Regulation, a temporary bypass of the moving bed biofilm reactors, the biological aerated filters, and the disc filters are approved subject to the following conditions:

- a) The maximum duration of the bypass is 21 continuous days between March 1, 2025 to May 31, 2025 inclusive.
- b) The discharge of effluent may bypass the moving bed biofilm reactors, the biological aerated filters, and the disc filters. All other registered works must remain in operation.

- c) The effluent quality must not exceed 230 mg/L total suspended solids and carbonaceous biochemical oxygen demand.
- d) The CRD must notify the director by email at ENVCIA@gov.bc.ca immediately prior to commencement of the bypass and within 24 hours of termination of the bypass event. The notification of termination must confirm the duration of the bypass event.
- e) The CRD must conduct the following receiving environment monitoring program unless inaccessible due to unsafe conditions:
 - i. 4 sampling events: one approximately one week prior to the bypass, two during the bypass and one approximately one week after the bypass.
 - ii. Six sampling locations: edge of the Initial Dilution Zone (IDZ), Haystack Islets, Ogden Point Breakwater, Foot of Cook Street, Trial Island, Chatham/Discovery Islands.
 - iii. Parameters: fecal coliform, enterococci, bacterial source tracking.

All other monitoring requirements in Registration 108831 remain in effect.

- f) If receiving environment monitoring results show exceedances of recreational or shellfish harvesting guidelines, all First Nations identified for consultation and the public must be notified.
- g) The results of all monitoring conducted in Condition e (requirement above) must be uploaded into EMS within 30 days of the completion of the bypass event.
- h) A bypass summary report must be submitted to the Director via EnvAuthorizationsReporting@gov.bc.ca, Sc'ianew First Nation, Esquimalt Nation and Songhees Nation within 60 days of the completion of the bypass event which includes the following:
 - i. Compendium of the municipal effluent flow, municipal effluent quality and receiving environment monitoring data.
 - ii. Proof of unsafe conditions if unable to undertake the monitoring.
 - iii. A comparison of receiving environment monitoring results to the appropriate Water Quality Guidelines and a discussion of the effect of any exceedances on the quality of the receiving environment, using appropriate statistical and graphical analysis.
 - iv. An evaluation of the maintenance work with predictions for future bypass requirements.
 - v. Estimate the minimum dilution based on concurrent effluent and receiving environment water quality samples at the edge of the initial dilution zone and far-field sites and discuss how the calculated minimum dilution compares to the predicted dilution from the model;

- i) By September 1, 2025, the CRD must update their Operating Plan to include all regular maintenance activities that require bypasses of authorized works with recommendations for how and when to undertake that work to minimize any associated bypass requests.

Failure to comply with any conditions of this letter will invalidate the approval.

Any requests for extensions on the duration of the bypass should form a new formal request to the director for review and decision.

With the exception of the temporary bypass of moving bed biofilm reactors, the biological aerated filters, and the disc filters, this letter does not affect any other requirements of the Municipal Wastewater Regulation which remain in full force and effect.

The CRD must immediately report spills to the environment in accordance with the [Spill Reporting Regulation](#), which among other things, requires notification to Emergency Management BC at 1-800-663-3456. Please refer to the ENV [website for reporting a spill](#) requirements.

This letter does not constitute approval by any other agency with jurisdiction over this matter. This letter does not authorize entry upon, crossing over, or use for any purpose of private or Crown lands or works, unless and except as authorized by the owner of such lands or works. The responsibility for obtaining such authority rests with the CRD.

This letter is issued pursuant to the provisions of the *Environmental Management Act* to ensure compliance with Section 120(3) of that statute, which makes it an offence to discharge waste, from a prescribed industry or activity, without proper authorization. It is also the responsibility of the CRD to ensure that all activities conducted under this letter are carried out with regard to the rights of third parties, and comply with other applicable legislation that may be in force.

This decision may be appealed to the Environmental Appeal Board in accordance with Part 8 of the *Environmental Management Act*. An appeal must be delivered 30 days from the date that the notice of this decision is given. For further information, please contact the Environmental Appeal Board at 250-387-3464.

If you have any questions or concerns, please do not hesitate to contact Senior Environmental Protection Officer, Melanie Mamoser by email at melanie.mamoser@gov.bc.ca at 250-739-8328.

Yours truly,



Liz Archibald
for director, *Environmental Management Act*

cc: Glen Harris, Capital Regional District

Chris Lowe, Capital Regional District

Barri Rudolph, Capital Regional District

Corinne Proux, Environment and Climate Change Canada

Ruth Sauder, Sc'ianew First Nation

Charmaine Caughlin, Songhees Nation

From: [Eaux-usées / Wastewater \(ECCC\)](#)
To: [Chris Lowe](#); [Peter Kickham](#)
Cc: [Eaux-usées / Wastewater \(ECCC\)](#)
Subject: Issued Temporary Bypass Authorization - Capital Regional District - McLoughlin Point WWTP
Date: Thursday, May 14, 2026 12:51:42 PM
Attachments: [image001.png](#)
[CapitalRegionalDistrict-McLoughlin WWTP-TempBypassAuth.pdf](#)

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

Hello,

The attached Temporary Bypass Authorization (TBA) has been issued under the *Wastewater Systems Effluent Regulations* for the McLoughlin Point Wastewater Treatment Plant owned by the Capital Regional District (Victoria, BC). This authorization allows the Capital Regional District – McLoughlin Point Wastewater Treatment Plant to deposit bypassed effluent that has received physical or biological treatment from the final discharge point into the Salish Sea (Strait of Juan de Fuca), subject to the volume not exceeding 2,174,250 m³ and the duration not exceeding 13 days (312 hours) between May 22nd and June 18th 2026.

Please note this authorization only covers the parameters and dates listed above. If you need to update information on the bypass, please contact ECCC.

Conditions of the Temporary Bypass Authorization

Capital Regional District is authorized to deposit bypassed effluent during the period of work as long as the conditions specified in the authorization are met. This includes implementing the mitigation and monitoring measures of the application.

Compliance Obligations of the Temporary Bypass Authorization

- During the bypass, the owner or operator must continue to sample, monitor and submit report at the final discharge point, per usual
 - While the authorization is in effect, it is not required to comply with the effluent quality standards at the final discharge point
 - If an acute lethality test fails during the authorization, it is not required to increase testing frequency
 - If monitoring equipment is normally used to record the daily volume or rate of flow but is inoperable during the bypass, a method of estimation can be used to determine the daily volume in accordance with subsection 7(4)
- If the system has CSO points, the owner or operator must continue to monitor and report as required

Final Report

A final report must be sent to ECCC, within 90 days after the last day of the period of the authorization, that contains the following information:

- the actual dates of the bypass
- the actual duration of the deposits (in hours)
- the actual or estimated volume of all deposits (in m³)
- a description of the actual treatment applied to the effluent, if any
- a description of how the mitigation and monitoring measures were implemented during the bypass
- any results of notification received since the TBA application was submitted (e.g. news articles, feedback online, etc.)
- the results of the sampling and monitoring conducted during the bypass period, if applicable
 - This includes samples of the bypassed effluent and any samples collected in the receiving environment
- a confirmation of the existence of a plan that describes future planned modifications to the wastewater system and other measures that will be taken to reduce the need for future temporary bypass authorizations. The plan must include a schedule for implementation
- a declaration that this plan is available to the public
 - Information on how it is publicly accessible must be provided (e.g. a website link)

Revocation

A temporary bypass authorization may be revoked after it has been issued if:

- the information contained in the TBA application is false or misleading
- the TBA holder has failed to implement the mitigation and monitoring measures that were listed in the application
- the TBA holder has failed to comply with the compliance obligations
- new information indicates that the authorized deposit had or is likely to have an effect on fish, fish habitat or the use of fish by persons that is more adverse than the effects that were anticipated when the authorization was issued

For more information on temporary bypass authorizations, please consult this [factsheet](#).

Regards,

Section des eaux usées

Division des produits forestiers et Loi sur les pêches
Environnement et Changement climatique Canada / Gouvernement du Canada
eu-ww@ec.gc.ca / Tél. : 819-420-7727 / Téléc. : 819-420-7380

Wastewater Section

Forest Products and Fisheries Act Division

Environment and Climate Change Canada / Government of Canada

eu-ww@ec.gc.ca / Tel: 819-420-7727 / Fax: 819-420-7380



Ce courriel a comme seul but de fournir de l'information. Ce courriel n'est pas un substitut pour la lecture du Règlement sur les effluents des systèmes d'assainissement des eaux usées (RESAEU) et ne remplace ni ne modifie en aucune façon la Loi sur les pêches ou le RESAEU. En cas de divergence entre l'information contenue dans ce courriel et la Loi ou le RESAEU, la Loi et le RESAEU ont préséance. Les personnes aux prises avec des problèmes juridiques précis sont priées de consulter un avocat.

This email is intended to provide guidance only. This document is not a substitute for reading the Wastewater Systems Effluent Regulations (WSER) and does not in any way supersede or modify the Fisheries Act or the WSER. In the event of an inconsistency between the content of this email and the Act and/or the WSER, the Act and the WSER prevail. Individuals with specific legal problems are urged to seek advice from legal counsel.

Wastewater Systems Effluent Regulations

TEMPORARY BYPASS AUTHORIZATION

Name of owner: Capital Regional District
Address of owner: **Civic:**
625 Fisgard Street
Victoria, British Columbia, V8W 1R7
Mailing:
625 Fisgard Street
Victoria, British Columbia, V8W 2S6
Name of operator: Capital Regional District
Address of operator: **Civic:**
625 Fisgard Street
Victoria, British Columbia, V8W 1R7
Mailing:
625 Fisgard Street
Victoria, British Columbia, V8W 2S6

in respect of

Name of wastewater system: McLoughlin Point Wastewater Treatment Plant
Address of wastewater system: **Civic:**
337 Victoria View Road
Esquimalt, British Columbia, V9A 3Z3

is (are) authorized, as of May 22, 2026 for 312 hours until June 18, 2026 to deposit effluent with physical or biological treatment and a volume of 2174250 m³ from

- Latitude (N): 48.4199 Longitude (W): 123.3973

into Salish Sea (Straight of Juan de Fuca - Victoria Bight)

IMPORTANT: Please refer to sections 45.1 and 45.2 of these Regulations for the conditions and compliance requirements related to the authorization. Please also note that this authorization may be revoked under section 47(3) of the *Wastewater Systems Effluent Regulations*.

Authorization Officer

Signature: Saikali, Zeina Digitally signed by Saikali, Zeina
Date: 2026.05.14 15:31:48 -04'00' Date: _____

Name: Zeina Saikali Title: Manager, Wastewater Section



May 11, 2026

Authorization Number: 108831

VIA EMAIL: pkickham@crd.bc.ca

Capital Regional District
625 Fisgard Street
Victoria BC V8W 2S6

Dear Capital Regional District

Re: Request for Temporary Bypass of Authorized Works at McLoughlin Point Wastewater Treatment Facility pursuant to section 49, Municipal Wastewater Regulation, Registration 108831

On April 24, 2026, the Ministry of Environment and Parks (ENV) received your updated request for approval of a temporary bypass of works authorized under Municipal Wastewater Regulation Registration 108831 at McLoughlin Point Wastewater Treatment Facility.

Bypass Request:

The Capital Regional District (CRD) is requesting a bypass of their secondary and tertiary treatment trains at the McLoughlin Point Wastewater Treatment Facility to undertake corrective maintenance on an inlet valve to the biological aerated filters. The bypass is requested for up to 13 continuous days between May 22 to June 3, 2026, and will result in an estimated 131,500 m³/day of primary treated effluent discharged to the marine environment via the McLoughlin Point marine outfall (1,925m in length at a depth of 60m).

Conditional Approval of Bypass:

Pursuant to Section 49(2)(b) of the Municipal Wastewater Regulation, a temporary bypass of the moving bed biofilm reactors, the biological aerated filters, and the disc filters is approved subject to the following conditions:

- a) The maximum duration of the bypass is 13 continuous days between May 22 and June 3, 2026 inclusive with an anticipated duration of 9 days.
- b) The discharge of effluent may bypass the moving bed biofilm reactors, the biological aerated filters, and the disc filters. All other registered works must remain in operation.

- c) The effluent quality must not exceed 230 mg/L total suspended solids and carbonaceous biochemical oxygen demand.
- d) The CRD must notify the director by email at ENVCIA@gov.bc.ca immediately prior to commencement of the bypass and within 24 hours of termination of the bypass event. The notification of termination must confirm the duration of the bypass event.
- e) The CRD must conduct the following receiving environment monitoring program unless inaccessible due to unsafe conditions:

Frequency	Location	Parameters
Four sampling days: Approximately 1 week before the bypass; Two sampling events during the bypass; Approximately one week after the bypass	Near-field: 12 Surface water sites around the outfall as per map in Appendix 1.	Fecal coliforms; Enterococci
	Far-field: Tl'ches Islands; Trial Island; Waterfront at Cook Street; Ogden Point; Esquimalt Harbour; Esquimalt Lagoon; Haystack Islets as per map in Appendix 1.	Fecal coliforms; Enterococci; Bacterial Source Tracking to affirm human vs non-human sources

All other monitoring requirements in Registration 108831 remain in effect.

- f) If receiving environment monitoring results show exceedances of recreational or shellfish harvesting guidelines outside the federal shellfish harvest area closure 19.1, all First Nations identified in the bypass application and the Health Authority must be notified.
- g) The results of all monitoring conducted in Condition e (requirement above) must be uploaded into EnMoDS within 30 days of the completion of the bypass event.
- h) A Bypass Summary Report must be submitted to the director via EnvAuthorizationsReporting@gov.bc.ca, and Songhees Nation, Esquimalt Nation, Sc'ianew First Nation, Tsawout First Nation, and Tsartlip First Nation within 60 days of the completion of the bypass event which includes the following:
 - i. Compendium of the municipal effluent flow, municipal effluent quality and

- receiving environment monitoring data. The reports must include all municipal effluent quality results until the effluent returns to pre-bypass quality.
- ii. Proof of unsafe conditions if unable to undertake the monitoring.
 - iii. A comparison of receiving environment monitoring results to the appropriate Water Quality Guidelines and a discussion of the effect of any exceedances on the quality of the receiving environment, using appropriate statistical and graphical analysis.
 - iv. An evaluation of the maintenance work with predictions for future bypass requirements.
 - v. Estimate the minimum dilution based on concurrent effluent and receiving environment water quality samples at the edge of the initial dilution zone and far- field sites and discuss how the calculated minimum dilution compares to the predicted dilution from the model.
- i) By October 31, 2026, the CRD must:
- i. Provide effluent dispersion modelling of effluent during predicted bypass events to characterize dilution and exposure in receiving waters.
 - ii. Submit a further update to the Operating Plan for the WWTF informed by the results of the Maintenance Bypass Risk and Mitigation Assessment. This update must identify and evaluate design and operational measures to reduce the frequency, duration, and necessity of maintenance-related bypasses, and include recommendations for how and when identified maintenance activities should be undertaken to minimize future bypass requests. These recommendations must include design changes to prevent future bypasses for biological aerated filter inlet valves.

Failure to comply with any conditions of this letter will invalidate the approval.

Any requests for extensions on the duration of the bypass should form a new formal request to the director for review and decision.

With the exception of the temporary bypass of moving bed biofilm reactors, the biological aerated filters, and the disc filters, this letter does not affect any other requirements of the Municipal Wastewater Regulation which remain in full force and effect.

The CRD must immediately report spills to the environment in accordance with the [Spill Reporting Regulation](#), which among other things, requires notification to Emergency Management BC at 1-800-663-3456. Please refer to the ENV [website for reporting a spill](#) requirements.

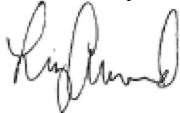
This letter does not constitute approval by any other agency with jurisdiction over this matter. This letter does not authorize entry upon, crossing over, or use for any purpose of private or Crown lands or works, unless and except as authorized by the owner of such lands or works. The responsibility for obtaining such authority rests with the CRD.

This letter is issued pursuant to the provisions of the *Environmental Management Act* to ensure compliance with Section 120(3) of that statute, which makes it an offence to discharge waste, from a prescribed industry or activity, without proper authorization. It is also the responsibility of the CRD to ensure that all activities conducted under this letter are carried out with regard to the rights of third parties, and comply with other applicable legislation that may be in force.

This decision may be appealed to the Environmental Appeal Board in accordance with Part 8 of the *Environmental Management Act*. An appeal must be delivered 30 days from the date that the notice of this decision is given. For further information, please contact the Environmental Appeal Board at 250-387-3464.

If you have any questions or concerns, please do not hesitate to contact Senior Environmental Protection Officer, Melanie Mamoser by email at melanie.mamoser@gov.bc.ca at 250-739-8328.

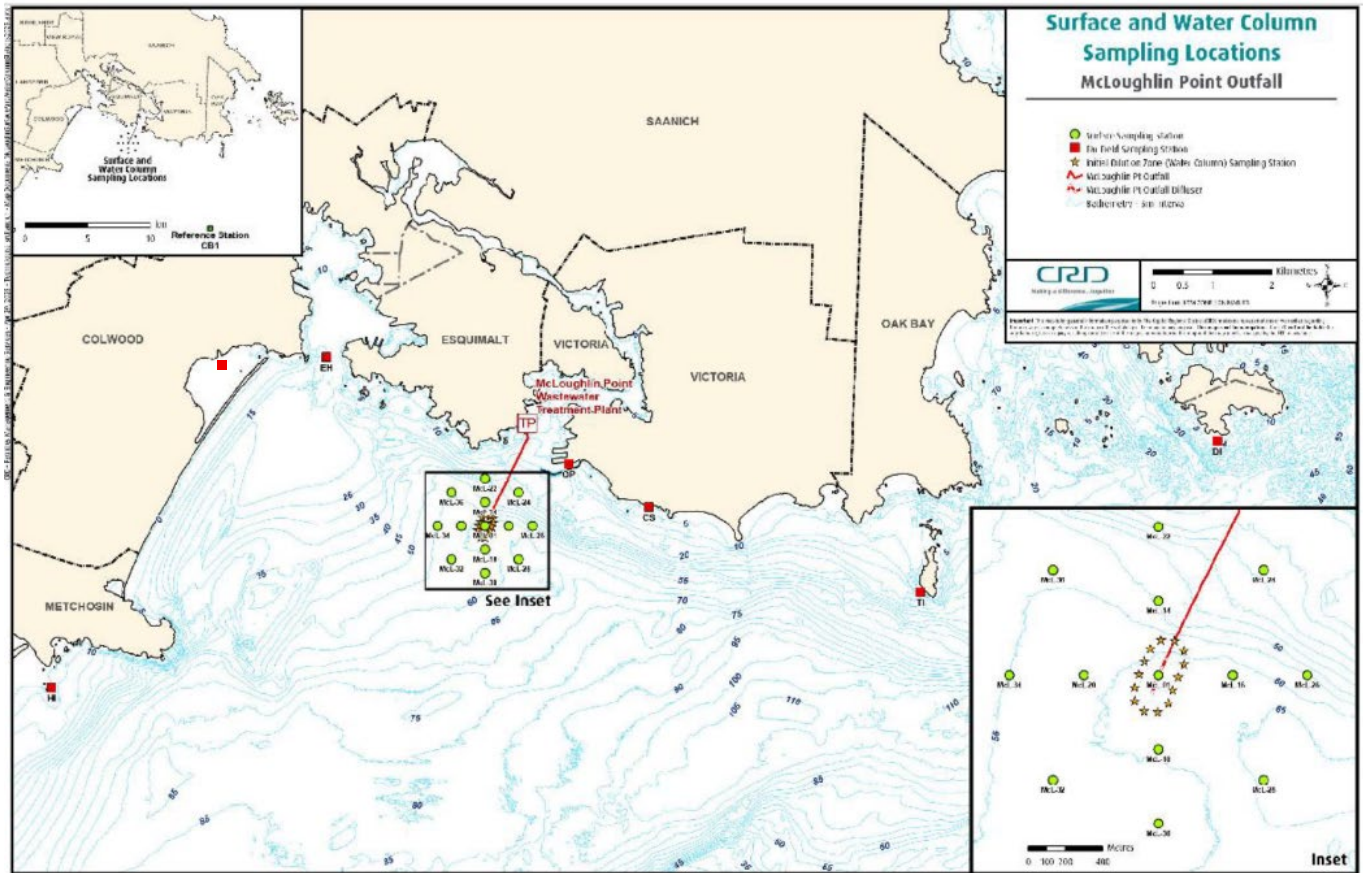
Yours truly,



Liz Archibald
for director, *Environmental Management Act*

cc: Karissa Aubie, Environment and Climate Change Canada
Linden Terry, B.C. Ministry of Environment and Parks

Appendix 1. Receiving Environment Monitoring Locations





Environment and
Climate Change Canada

Environnement et
Changement climatique Canada

**ENFORCEMENT
BRANCH**

Environmental Enforcement



**DIRECTION GÉNÉRALE DE
L'APPLICATION DE LA LOI**

Application de la loi en environnement

WRITTEN WARNING

FISHERIES ACT
Wastewater Systems Effluent Regulations

File: 8530-2026-04-01-6917
PROTECTED B

April 29, 2026

Registered with acknowledgement of receipt

The purpose of this warning is to inform:

Capital Regional District
479 Island Highway
Victoria, BC, V9B 1H7

c/o

Jason Dales
Senior Manager, Wastewater Infrastructure Operations
Capital Regional District
479 Island Highway
Victoria, BC, V9B 1H7

&

Ted Robbins
Chief Administrative Officer
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

&

Alicia Fraser
General Manager of Infrastructure & Water Services
Capital Regional District
479 Island Highway
Victoria, BC, V9B 1H7

That information obtained on March 12, 2026, by the undersigned inspector and fishery officer designated by the Minister of Environment and Climate Change under the *Fisheries Act*, provided reasonable grounds to

Canada

believe that the Capital Regional District and its responsible officials were in contravention of section 44(1)(c.1)(ii), paragraph 45.2(3)(f), and subsection 45.2(4) of the *Wastewater Systems Effluent Regulations* (WSER) made pursuant to the *Fisheries Act*.

ALLEGED FACTS

As a result of a review of submitted data, I, the undersigned inspector and fishery officer determined the following alleged facts:

1. That the Capital Regional District (CRD) owns and operates the McLoughlin Point Wastewater Treatment Plant located at 337 Victoria View Road, Victoria, BC V9A 6T7.
2. That the Wastewater section of Environment and Climate Change Canada (ECCC) received a temporary bypass authorization (TBA) application from the CRD on November 30, 2024, and a Category 3 bypass authorization was issued on February 21, 2025, for maintenance work on the backwash tank at the McLoughlin Point Wastewater Treatment Plant.
3. The temporary bypass authorization period was from March 26, 2025, to April 14, 2025, for a total of 464 hours.
4. That the holder of a temporary bypass authorization must, within 90 days after the last day of the authorization period, send to the authorization officer a final report on the temporary bypass; Paragraph 45.2(3) of WSER states that the final report must include:
 - f. *for a Category 2 bypass as determined in accordance with sections 43.3 or 43.4 or a Category 3 bypass as determined in accordance with sections 43.2 to 43.4, a confirmation of the existence of a plan that describes modifications to be made to the wastewater system and any other measures to be taken to reduce the need for future temporary bypass authorizations and to limit any adverse effects on fish, fish habitat or the use by man of fish when performing work referred to in paragraph 43(2)(a), including a schedule for implementation of the plan.*
5. That subsection 45.2(4) of WSER requires that:

The holder of a temporary bypass authorization must ensure that the plan referred to in paragraph 45.2(3)(f) is available for examination by the public.
6. That any subsequent temporary bypass authorization applications require an explanation of how the proposed bypass meets the requirements of the plan as per 44(1)(c.1)(ii) of WSER.
7. That the final report for the temporary bypass authorization was submitted by the CRD on July 13, 2025, and did not confirm the existence of a plan described by paragraph 45.2(3)(f).
8. That on March 12, 2026, I confirmed with CRD personnel that a plan as described in paragraph 45.2(3)(f) has not been made available to the public for examination as required under 45.2(4).
9. That on September 26, 2025, the CRD submitted a subsequent temporary bypass authorization application but did not include an explanation of how the bypass meets the requirements of 45.2(3)(f) and was therefore in contravention of the *Wastewater Systems Effluent Regulations* paragraph 44(1)(c.1)(ii).
10. That the final report submitted to ECCC by the CRD for the temporary bypass that occurred between March 26, 2025, to April 14, 2025, did not confirm the existence of a publicly available plan that described modifications to be made to the wastewater system and any other measures to be taken to reduce the need for future temporary bypass authorizations and to limit any adverse

effects on fish, fish habitat or the use by man of fish, and was therefore in contravention of the *Wastewater Systems Effluent Regulations* paragraph 45.2(3)(f) and subsection 45.2(4).

11. That contraventions of section 44(1)(c.1)(ii), paragraph 45.2(3)(f), and subsection 45.2(4) of the *Wastewater Systems Effluent Regulations* are offences under paragraph 40(3)(a) of the *Fisheries Act*.

THE LAW

Wastewater Systems Effluent Regulations

43(2) An application for a temporary bypass authorization is not to be made unless

- (a) the requirement to bypass those treatment processes arises from
- (i) construction work to make changes to the system,
 - (ii) the maintenance of the system, or
 - (iii) the response to an anticipated event that is beyond the control of the owner or operator of the system;

44 (1) An application for a temporary bypass authorization must contain the following information:

- (c.1) a description of the construction work, the maintenance of the system or the response referred to in paragraph 43(2)(a), as well as:
- (ii) in the case of an application by an owner or operator who had to confirm the existence of a plan referred to in paragraph 45.2(3)(f) for a previous authorization, an explanation that demonstrates how the bypass meets the requirements of that plan and any amendments to that plan since it was created;

45.2(3) The holder of a temporary bypass authorization must, within 90 days after the last day of the period of the authorization, send to the authorization officer a final report on the temporary bypass that includes the following information, as applicable:

[...]

- (f) for a Category 2 bypass as determined in accordance with sections 43.3 or 43.4 or a Category 3 bypass as determined in accordance with sections 43.2 to 43.4, a confirmation of the existence of a plan that describes modifications to be made to the wastewater system and any other measures to be taken to reduce the need for future temporary bypass authorizations and to limit any adverse effects on fish, fish habitat or the use by man of fish when performing work referred to in paragraph 43(2)(a), including a schedule for implementation of the plan.

[...]

45.2(4) The holder of a temporary bypass authorization must ensure that the plan referred to in paragraph (3)(f) is available for examination by the public.

Fisheries Act

Deposit of deleterious substance prohibited

- 36(3) Subject to subsection (4), no person shall deposit or permit the deposit of a deleterious substance of any type in water frequented by fish or in any place under any conditions where the deleterious substance or any other deleterious substance that results from the deposit of the deleterious substance may enter any such water.

Deposits authorized by regulation

- (4) No person contravenes subsection (3) by depositing or permitting the deposit in any water or place of
- (a) waste or pollutant of a type, in a quantity and under conditions authorized by regulations applicable to that water or place made by the Governor in Council under any Act other than this Act;
 - (b) a deleterious substance of a class and under conditions — which may include conditions with respect to quantity or concentration — authorized under regulations made under subsection (5) applicable to that water or place or to any work or undertaking or class of works or undertakings; or
 - (c) a deleterious substance the deposit of which is authorized by regulations made under subsection (5.2) and that is deposited in accordance with those regulations.

Offence and punishment

40(2) Every person who contravenes subsection 36(1) or (3) is guilty of an offence and liable

(a) on conviction on indictment,

- (i) in the case of an individual,
 - (A) for a first offence, to a fine of not less than \$15,000 and not more than \$1,000,000, and
 - (B) for a second or subsequent offence, to a fine of not less than \$30,000 and not more than \$2,000,000, or to imprisonment for a term not exceeding three years, or to both,
- (ii) in the case of a person, other than an individual or a corporation referred to in subparagraph (iii),
 - (A) for a first offence, to a fine of not less than \$500,000 and not more than \$6,000,000, and
 - (B) for a second or subsequent offence, to a fine of not less than \$1,000,000 and not more than \$12,000,000, and
- (iii) in the case of a corporation that the court has determined to be a small revenue corporation,
 - (A) for a first offence, to a fine of not less than \$75,000 and not more than \$4,000,000, and
 - (B) for a second or subsequent offence, to a fine of not less than \$150,000 and not more than \$8,000,000; or

(b) on summary conviction,

- (i) in the case of an individual,
 - (A) for a first offence, to a fine of not less than \$5,000 and not more than \$300,000, and
 - (B) for a second or subsequent offence, to a fine of not less than \$10,000 and not more than \$600,000, or to imprisonment for a term not exceeding six months, or to both,
- (ii) in the case of a person, other than an individual or a corporation referred to in subparagraph (iii),
 - (A) for a first offence, to a fine of not less than \$100,000 and not more than \$4,000,000, and
 - (B) for a second or subsequent offence, to a fine of not less than \$200,000 and not more than \$8,000,000, and
- (iii) in the case of a corporation that the court has determined to be a small revenue corporation,
 - (A) for a first offence, to a fine of not less than \$25,000 and not more than \$2,000,000, and
 - (B) for a second or subsequent offence, to a fine of not less than \$50,000 and not more than \$4,000,000.

Other Offences

40(3) Every person who

[...]

- (a) in carrying on a work, undertaking or activity, fails to comply with a prescribed condition referred to in paragraph 34.4(2)(a) or 35(2)(a), with a condition set out in an authorization or a permit, as the case may be, issued under paragraph 34.4(2)(b) or (c) or 35(2)(b) or (c) or subsection 35.1(3) or 35.2(7), or with a condition imposed by regulations made under subsection 36(5) or (5.2),

[...]

is guilty of an offence punishable on summary conviction and liable, for a first offence, to a fine not exceeding two hundred thousand dollars and, for any subsequent offence, to a fine not exceeding two hundred thousand dollars or to imprisonment for a term not exceeding six months, or to both.

Duty to take corrective measures

- 38(6) Any person described in paragraph (4)(a) or (b) or 5(a) or (b) shall, as soon as feasible, take all reasonable measures consistent with public safety and with the conservation and protection of fish and fish habitat to prevent the occurrence or to counteract, mitigate or remedy any adverse effects that result from the occurrence or might reasonably be expected to result from it.

Report

- 38(7) As soon as feasible after the occurrence or after learning of the danger of the occurrence, the person shall provide an inspector, fishery officer or an authority prescribed by the regulations with a written report on the occurrence or danger of the occurrence.

Corrective measures

- 38(7.1) If an inspector or fishery officer, whether or not they have been notified under subsection (4) or (5) or provided with a report under subsection (7), is satisfied on reasonable grounds that immediate action is necessary in order to take any measures referred to in subsection (6), the inspector or officer may, subject to subsection (7.2), **take any of those measures at the expense of any person described in paragraph (4)(a) or (b) or (5)(a) or (b) or direct such person to take them at that person's expense.**

Continuing Offence

- 78.1 Where any contravention of this Act or the regulations is committed or continued on more than one day, it constitutes a separate offence for each day on which the contravention is committed or continued.

Offences by corporate officers, etc.

- 78.2 Where a corporation commits an offence under this Act, any officer, director or agent of the corporation who directed, authorized, assented to, acquiesced in or participated in the commission of the offence is a party to and guilty of the offence and is liable on conviction to the punishment provided for the offence, whether or not the corporation has been prosecuted.

Offences by employers

- 78.3 In any prosecution for an offence under this Act, it is sufficient proof of the offence to establish that it was committed by an employee or agent of the accused, whether or not the employee or agent

is identified or has been prosecuted for the offence, unless the accused establishes that the offence was committed without the knowledge or consent of the accused.

CONCLUSION

This warning alleges contravention of section 44(1)(c.1)(ii), paragraph 45.2(3)(f), and subsection 45.2(4) of the *Wastewater Systems Effluent Regulations*. It is intended to bring this matter to your attention in order for you to take the necessary corrective action to ensure compliance with the *Fisheries Act* or to exercise due diligence in the future. This document is not a finding of guilt or civil liability, and is not an administrative adjudication.

This warning and the circumstances to which it refers will form part of Environment and Climate Change Canada's records of the Capital Regional District and its responsible officials, and will be taken into account in future responses to alleged violations and for internal purposes such as setting the frequency of inspections. Environment and Climate Change Canada will consider taking further action if you do not take all necessary corrective steps to comply or do not exercise due diligence in the future.

This warning is issued in accordance with the Compliance and Enforcement Policy for the Habitat Protection and Pollution Prevention Provisions of the *Fisheries Act*. The complete text of this policy is available on Environment and Climate Change Canada's website:

<https://www.canada.ca/en/environment-climate-change/services/environmental-enforcement.html>

The complete text of the *Fisheries Act* is available on the Department of Justice website: <http://laws-lois.justice.gc.ca/eng/acts/F-14/>

For more information or to respond to the alleged facts contained in this warning, please call or write the undersigned. Your comments will be considered, and where appropriate, a response provided. Any comments you make, as well as Environment and Climate Change Canada's response, will be maintained on file with this warning in Environment and Climate Change Canada's records.

**Brisotto,
Quentin**

Digitally signed by
Brisotto, Quentin
Date: 2026.04.21
10:56:49 -07'00'

[Officer Signature]

960

[Badge Number]

Quentin Brisotto
Enforcement Officer
Environment and Climate Change Canada
Coastal District, Pacific Yukon Region
Environmental Enforcement Directorate
Enforcement Branch
101 - 401 Burrard St.
Vancouver, BC, V6C 3R2
Phone: (236) 339-8765
Email: quentin.brisotto@ec.gc.ca



Making a difference...together

Infrastructure and Water Services

479 Island Highway

Victoria, BC V9B 1H7

T: 250.474.9600

F: 250.474.4012

www.crd.ca

APPENDIX C

June 2, 2026

File: 0220-20 2026 Correspondence

Quentin Brisotto
Enforcement Officer
Environment and Climate Change Canada
Environmental Enforcement Directorate
101 – 401 Burrard Street
Vancouver, BC V6C 3R2
Via email: quentin.brisotto@ec.gc.ca

Dear Quentin Brisotto:

**RE: RESPONSE TO WRITTEN WARNING – FILE NO. 8530-2026-04-01-6917
MCLOUGHLIN POINT WASTEWATER TREATMENT PLANT**

The Capital Regional District (CRD) acknowledges receipt of Environment and Climate Change Canada's (ECCC) written warning dated April 29, 2026, and recognizes the outstanding reporting requirements identified therein, including those associated with sections 45.2(3)(f), and 45.2(4) of the *Wastewater Systems Effluent Regulations* (WSER).

The CRD also acknowledges that the matters outlined in the written warning were a matter of discussion between CRD staff and ECCC Wastewater Section between June and November 2025 and were discussed with the Enforcement Branch during a March 12, 2026 meeting. The CRD considered these discussions constructive in clarifying regulatory expectations and informing the actions now underway.

The McLoughlin Point Wastewater Treatment Plant (MPWWTP), which began operations on January 1, 2021, is still considered a relatively new and complex facility. CRD staff continue to refine operational procedures and validate system performance, including those related to maintenance activities that require temporarily bypassing various components of treatment. This work is being undertaken with the objective of ensuring compliance with all requirements from both provincial and federal regulatory agencies.

The CRD acknowledges that a plan to meet requirements of WSER section 45.2(3)(f), including public availability, has not yet been finalized and we are taking steps to address this deficiency.

CRD staff have initiated a structured work program to identify plant components that may necessitate full or partial bypass during maintenance or replacement. The CRD has retained the original MPWWTP engineer of record to undertake a systematic assessment of planned and unplanned bypass scenarios, associated risks, and regulatory considerations; and to develop appropriate mitigation plans to minimize any impact to the marine receiving environment.

This work will culminate in the development of a Maintenance Bypass Risk and Mitigation Assessment Report and an updated Operating Plan, with the intent of satisfying the outstanding

reporting requirement (WSER 45.2(3)(f)), including provision of an implementation schedule and measures to minimize the frequency and duration of future temporary bypass authorizations.

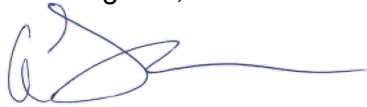
In addition, the CRD is advancing information related to the bypass(es) to the Core Area Liquid Waste Management Committee, a standing committee of the CRD Board, at a meeting scheduled for July 22, 2026. Following this, and receipt by the CRD Board, the CRD will update its public website with information regarding the requirements for maintenance bypasses, and the CRD's related plans. Subject to completion of the technical work and committee review, the CRD anticipates finalizing the reporting in Q3 2026, and will provide ECCC with a formal update upon completion.

Please let me know if ECCC requires any additional information regarding the CRD's approach at this stage to support regulatory oversight.

Please also advise whether the approach and timeline described above are acceptable for the purposes of addressing the identified non-compliance, or alternatively, that ECCC provide any additional direction necessary to ensure alignment with regulatory requirements.

The CRD remains committed to achieving and maintaining full compliance with the *Fisheries Act* and WSER and to exercising due diligence and best practices in the operation of its wastewater systems.

Best Regards,



Alicia Fraser, P.Eng.
General Manager, Infrastructure and Water Services
Capital Regional District

cc: Ted Robbins, Chief Administrative Officer, CRD
Jason Dales, Senior Manager, Wastewater Infrastructure Operations, CRD

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, JULY 15, 2026**

SUBJECT Harbours Environmental Action Service Summary

ISSUE SUMMARY

To provide a five-year summary of accomplishments of the Harbours Environmental Action Service (Harbours Service) (Appendix A) and highlight the updated Harbours Ecological Inventory and Rating project (Appendix B).

BACKGROUND

The Capital Regional District's (CRD) Harbours Service works with partner organizations to implement the region's environmental work in local harbours. This work is guided by the Core Area Liquid Waste Management Plan (LWMP), which commits the CRD to coordinate environmental protection and improvement efforts with partner organizations. It also works with federal, provincial, and local governments to reduce pollution and protect and restore habitats in Portage Inlet, the Gorge Waterway, Victoria Harbour, Esquimalt Harbour, and Esquimalt Lagoon (core area harbours). The Harbours Service was formally established in 2010 through CRD Bylaw No. 3743, Harbours Environmental Action Service Establishment Bylaw No. 1.

The Harbours Service focuses on coordination of stewardship initiatives and partnerships, building partner capacity, and ecological data collection. The CRD coordinates multi-stakeholder initiatives in the Gorge Waterway, Portage Inlet and Esquimalt Lagoon through the Gorge Waterway Initiative (GWI) and the Esquimalt Lagoon Stewardship Initiative (ELSI). These initiatives provide collaborative forums for government partners, community associations and environmental groups to share information, collaborate on ecological monitoring and habitat restoration projects, and provide coordinated responses on planning and development proposals. CRD representatives also participate in the Tri-Departmental Revitalization Working Group for Victoria and Esquimalt Harbours with Transport Canada, the Department of National Defence (DND), Public Services and Procurement Canada, and Esquimalt and Songhees First Nations.

In 2025, the CRD updated the Harbours Ecological Inventory and Rating (HEIR) Project, which was originally completed in 2000. The updated HEIR systematically inventoried biophysical features in the backshore, intertidal and subtidal areas of the included core area harbours and assigned ecological ratings that reflect spatial variation in ecological value across the project area.

IMPLICATIONS

Service Delivery Implications and Alignment with Existing Plans & Strategies

The Harbours Service coordinates and implements environmental protection and improvement initiatives within included core area harbours. Service activities include:

- monitoring, mapping, reporting and public education on the harbour environments,
- coordination and collaboration with public authorities, community groups and others on issues relating to the marine and shore area environments, and
- implementing programs to rehabilitate and improve the marine and shore area environments.

Section 18 of the LWMP outlines the Harbours Environmental Action program. The goals are to advocate for environmental protection, decrease contaminant inputs, protect and enhance habitat

quality, set environmental objectives, achieve environmentally protective land use, and monitor environmental quality.

Financial Implications

The 2026 Harbours Environmental Action Service operating budget is \$383,960, which is collected through requisition & grants in lieu of taxes under the mandate of the LWMP. A service review in 2010 expanded the mandate of the service to include support for watershed initiatives connected to the core area harbours which fall outside a direct wastewater mandate. The current operating reserve is \$444,968, which is used strategically to support the subtidal and intertidal inventories that inform environmental monitoring and stewardship initiatives across multiple levels of government.

Environmental and Climate Implications

Currently, the harbours service supports partner programs and volunteer citizen science initiatives addressing key issues including monitoring invasive European green crab, and native cutthroat trout, mapping Olympia oyster and eelgrass habitat, and sampling for emerging contaminants such as 6PPD-quinone (tire wear toxin). The service also provides free public and professional capacity building opportunities through a Harbour Stewardship Speaker Series. The CRD participates in the Local Government Green Shores working group and co-hosts regular level one and two training workshops with priority registration for local government and First Nations staff. Green Shores, a program of the Stewardship Centre of BC, promotes natural and resilient shoreline design to protect ecological and physical function, enhance habitat, and reduce climate change risks such as sea level rise and storm surge (Appendix A).

For the updated HEIR, the biophysical features were inventoried along 100 kilometers of intertidal and backshore, and 110 kilometers of subtidal transects in the core harbour areas (Appendix B, Maps 1-3). Changes since the 2000 inventory were estimated for eelgrass, widgeon grass and bladed kelp. In Esquimalt Harbour, survey coverage was limited to the Songhees and X^wsepsem First Nations water lots due to data sharing constraints related to DND datasets.

Ecological ratings were assigned based on species diversity, habitat diversity, degree of naturalness, and presence of key life cycle areas (Appendix B, Map 4). These ratings help identify areas of comparatively high or low ecological values, support prioritization for conservation and restoration, and can inform planning, development application review and stewardship opportunities. Additional indicators (priority for protection or restoration, vulnerability to coastal squeeze, fisheries values, habitat connectivity and blue carbon potential) were assessed and can support management and planning decisions related to protection, restoration and climate adaptation.

HEIR datasets, along with compiled existing “Valued Fish and Marine Bird Habitat” layers, will be made publicly available through an update to the CRD Harbours Atlas in September 2026. Data will be accessible as Geographical Information System layers through a web-based mapping interface and can be shared with partners under data use agreements. The updated Harbours Atlas is an important tool supporting partnership organizations in their efforts toward coastal management, stewardship, land use planning, ecological restoration, habitat protection, environmental research, and public education.

Local government staff have enquired about expanding the intertidal and subtidal inventory to other shoreline areas to support their biodiversity inventories, however, these areas fall outside the service boundaries.

Intergovernmental Implications

Municipal representatives from Colwood, View Royal, Victoria, Saanich, and Esquimalt participate in the GWI and ELSI steering committees. A collaborative staff working group, led by the City of Victoria, is supporting the development of the Gorge Coastal Flood Adaptation Strategy with CRD staff providing technical and environmental input. The updated HEIR dataset informs this project.

In 2025, a Tri-Department Revitalization Working Group for Victoria and Esquimalt Harbours was established with representatives from Transport Canada, DND, Public Services and Procurement Canada, Esquimalt First Nations, Songhees First Nations and the CRD. This group is working to address stormwater and sanitary waste source control, including defining responsibilities, outlining the timing for monitoring, identifying needs for source tracking and control of outfalls, reducing chemical and bacterial pollutants, and resuming shellfish harvesting in targeted areas.

First Nations Implications

Esquimalt and Songhees First Nations have expressed strong interest in resuming food harvesting in the harbours and restoring critical herring and salmon habitat. Both Nations are active participants in the Tri-Departmental Working Group for Victoria and Esquimalt Harbours.

While representatives from Esquimalt and Songhees First Nations have been invited to participate in GWI and ELSI, capacity limitations have prevented ongoing participation on the steering committee. CRD staff provide regular updates on initiatives and engage on a project-by-project basis. Songhees First Nation participated in HEIR workshops and fieldwork to collect inventory data within their water lots. The CRD continues to nurture these staff relationships through various aspects of the Harbours Service.

CONCLUSION

The Harbours Environmental Action Service continues to demonstrate success through coordination of stewardship initiatives, partner capacity building, and ecological data collection and monitoring. The updated Harbours Ecological Inventory and Rating (HEIR) project provides comprehensive, up-to-date information on ecological conditions across the included core area harbours. The HEIR supports informed decision making regarding coastal management, stewardship, land use planning, ecological restoration, habitat protection, biodiversity inventories, environmental research and public education.

RECOMMENDATION

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

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

ATTACHMENTS

Appendix A: Harbours Environmental Action Service 2021-2026 Program Accomplishments
(July 2026)

Appendix B: Harbours Ecological Inventory and Rating Project Summary (July 2026)

Harbours Environmental Action Service



2021-2026 Program Accomplishments

Capital Regional District | Environmental Protection

This appendix provides a summary by priority focus areas of the Harbours Environmental Action Service (Harbours Program) collaborative efforts and accomplishments in 2021-2026. For more information about the program see: <https://www.crd.ca/environment/stormwater-watersheds-harbours/harbours>.

Ecological Data Collection and Monitoring

Monitoring and data collection form the foundation of the Harbours Program, supporting evidence-based decision-making, long-term environmental protection and planning.

- Harbours Ecological Inventory and Rating: The Harbours Program has completed an update to the Harbours Ecological Inventory and Rating (HEIR) Project, providing a comprehensive spatial inventory and ecological ratings for intertidal, backshore, and subtidal habitats across the core area harbours. This work represents the second iteration of the original HEIR 2000 Project. The HEIR Project datasets support coastal management, ecological restoration, land use planning and stewardship initiatives, and will be made publicly available through the Capital Regional District (CRD) Harbours Atlas in 2026, with interim access available to partners through a data use agreement.
- Land Cover Classification: With support from regional services, the land cover classification was completed in 2021. Watershed-scale mapping provides estimates of tree canopy cover, impervious surface area, and changes over time by municipality and watershed.
- Support for Partner Monitoring Projects: The Harbours Environmental Action Service supported the following partner-led monitoring initiatives through financial support, volunteer support or data sharing:
 - Olympia oysters in Gorge and Portage Inlet – World Fisheries Trust
 - Acoustic monitoring for Coastal Cutthroat Trout – Peninsula Streams and Shorelines
 - Invasive European Green Crab monitoring – Fisheries and Oceans Canada
 - 6PPD Quinone Monitoring – BC Conservation Foundation and Vancouver Island University
 - Coastal Cutthroat Trout Habitat in Victoria Harbour – BCIT and Peninsula Streams and Shorelines
 - Eelgrass Species Distribution Model Validation Project – Fisheries and Oceans Canada

Capacity Building

- Harbours Stewardship Speaker Series: The Harbours Stewardship Speaker Series provides free public and professional learning opportunities focused on harbour and watershed protection. Since 2024, topics have included:

- Salmon Safe Certification
- Green Shores – Protecting Waterfront Properties and Natural Shoreline
- Mitigation Inputs of Tire Wear Toxins (6PPDQ) to Protect Salmon Habitat
- Coastal Engineering Design Considerations for Shoreline Protection and Restoration
- European Green Crab Detection and Response in the Capital Region
- Natural Asset Management
- Green Shores Training: Green Shores, a program of the Stewardship Centre for BC, promotes natural and resilient shoreline design to protect ecological and physical function, enhance habitat, and reduce climate change risks such as sea level rise and storm surge. The CRD is an active member of the [Green Shores Working Group](#), a collaborative network of local governments from Vancouver Island and the Lower Mainland. As a member of the Green Shores Working Group, the CRD Harbours Program:
 - sponsors an annual Green Shores level 1 training course free of charge for local government and First Nations staff
 - supported delivery of a two-day level 2 training course in 2023 and 2024 and is exploring offering this course again in 2026
- Support for Partner Events:
 - Coastal Zone Canada – Pacific Chapter on Nature Based Solutions
 - Peninsula Streams and Shorelines Cutthroat Trout Symposium
 - Synergy Foundation Ecostar Awards
 - Victoria Herring Enhancement Society Symposium
 - Victoria Harbour Migratory Bird Sanctuary (MBS) 100th anniversary

Coordination of Stewardship Initiatives and Partnerships

Strong partnerships and community stewardship are essential to protecting and enhancing the core area harbours and watersheds. The Harbours Program coordinates the following stewardship initiatives:

- Gorge Waterway Initiative: Coordinated by the CRD, the Gorge Waterway Initiative (GWI) is a collaborative, community-driven partnership of local governments, non-profits and community groups working to protect, enhance and restore the natural and cultural features of the Gorge Waterway, Portage Inlet and associated watersheds.
- Esquimalt Lagoon Stewardship Initiative: Coordinated by the CRD, the Esquimalt Lagoon Stewardship Initiative (ELSI) is a coalition of local government, community and environmental organizations, academic institutions, and government partners dedicated to protecting, enhancing, and restoring the Esquimalt Lagoon and Coburg Peninsula.
- Information Sharing, Outreach and Project Engagement:
 - GWI and ELSI meet quarterly to share information, identify priorities, and discuss emerging issues and opportunities.
 - Regular email updates are distributed by the GWI and ELSI Coordinator.

- GWI and ELSI have engaged with many projects and learning opportunities through presentations, site visits and tours including:
 - Infrastructure Projects
 - BC Hydro Esquimalt to Victoria Cable Replacement Project
 - CRD Regional Trestles Renewal, Trail Widening and Lighting Project
 - Highway 1 Bus on Shoulder Project
 - BC Transit HandyDART – Salmon Safe Certification
 - Planning Projects
 - Gorge Coastal Flood Adaptation Strategy
 - City of Colwood Biodiversity Conservation Strategy
 - Colwood Waterfront Stewardship Plan
 - Parks Canada - Proposed National Urban Park
 - Restoration, Remediation and Monitoring
 - Transport Canada – Cecilia Cove Restoration Project
 - A cultural tour of the Gorge Waterway led by Songhees Tours
 - CRD Goose Management Program
 - McLoughlin Point Wastewater and Marine Monitoring Programs
 - Royal Roads University monitoring Colwood Creek and Hatley Creek
 - Purple Martin Stewardship and Recovery Program
- ELSI and GWI non-profit partners attend public summer events to provide outreach on behalf of the CRD. Each event includes displays, print materials and interactive watershed models.
- Coordinated Responses and Site Engagement: The GWI and ELSI provide coordinated input on planning documents and development applications, including Official Community Plan updates and waterfront development proposals such as:
 - Colwood Waterfront Stewardship Plan (2021)
 - 2820 Shoreline Drive (Town of View Royal) – Environmental Permit Application (2023)
 - Coastal Marine Strategy Intentions Paper (Province of British Columbia) (2023)
 - Rezoning Application - Capital Cultural District (City of Victoria) (2025)
 - District of Saanich Official Community Plan Update (2024)
 - Victoria Official Community Plan Update (2024)
- Volunteer Engagement and Citizen Science: Volunteers play a central role in monitoring, restoration, and public education. The Harbours Program has supported the following volunteer opportunities:
 - **Invasive European Green Crab Monitoring:** ELSI volunteers collaborate with Fisheries and Oceans Canada's Aquatic Invasive Species Program to monitor Esquimalt Lagoon for invasive European Green Crab which were originally detected by ELSI volunteers in 2019. GWI and ELSI representatives are members of the Victoria European Green Crab Response Working Group coordinated by Fisheries and Oceans Canada.
 - **Coastal Cutthroat Trout Monitoring:** Bee Creek (ELSI) volunteers monitor fish presence and habitat conditions monthly between May and October.

- **6PPD-Quinone Monitoring:** ELSI volunteers collaborated with the BC Conservation Foundation and Vancouver Island University to monitor tire-wear toxins in Colwood Creek.
- **City Nature Challenge Participation:** Stewardship partners support community-based biodiversity monitoring initiatives.
- **Volunteer Appreciation:** The Harbours Program hosts an annual volunteer appreciation dinner to celebrate the significant commitment and effort of volunteers to protect and enhance local marine waters and watersheds.
- Support for Restoration Projects
 - **Esquimalt Gorge Park Green Shores Demonstration Project (2022-2025) (Township of Esquimalt):** The Harbours Program participated as a member of the technical advisory committee alongside the Township of Esquimalt, the Stewardship Centre for BC, the Pacific Salmon Foundation and World Fisheries Trust. The project was completed in 2025.
 - **Green Shores Feasibility Inventory for the Gorge Waterway and Portage Inlet (2022):** CRD report review as part of the Resilient Coasts for Salmon initiative.
 - **District of Saanich – Colquitz River Green Shores Design Project (2024):** Participation in design workshop. Staff from Saanich and the CRD, community stakeholders, and representatives from Associated Engineering, DHI Water & Environment Inc, and the Stewardship Centre for BC collaborated to create a preliminary conceptual design incorporating Green Shores nature-based approaches to shoreline restoration.
- Gorge Coastal Flood Adaptation Strategy: Led by the City of Victoria, the Gorge Coastal Flood Adaptation Strategy is a collaborative project between municipalities that border the Gorge and Portage Inlet. The project partners include the District of Saanich, the Township of Esquimalt and the Town of View Royal with support from the CRD Harbours and Climate Action programs. The strategy will help guide long-term decision-making about how each municipality adapts to rising water levels to protect people, infrastructure, the shoreline and local ecosystems.

Priority Focus for 2026

- Update Harbours Atlas with the Harbours Ecological Inventory and Rating data
- Update land cover classification using 2023 provincial LiDAR data (once available)
- Continue to build awareness of harbour and watershed health with Harbours Stewardship Speaker Series and initiative outreach
- Provide training and technical support related to shoreline management and nature-based solutions through Green Shores Level 1 and 2 training
- Develop education and outreach materials, including the *Ecology of the Gorge* brochure
- Expand engagement with stewardship partners and First Nations

Harbours Ecological Inventory and Rating



Project Summary

Capital Regional District | Environmental Protection

Overview

The Capital Regional District (CRD) has completed an update to the Harbours Ecological Inventory and Rating (HEIR) Project, representing the second iteration of the original 2000 project. The updated HEIR Project systematically inventories biophysical features within the CRD's core area harbours (Victoria Harbour, the Gorge Waterway, Portage Inlet, Esquimalt Lagoon, and Esquimalt Harbour) and assigns ecological ratings that reflect spatial variation in ecological value across the project area.

Key outcomes of the update include:

- Updated inventory of intertidal, backshore, and subtidal habitats across approximately 100 km of shoreline and 110 km of subtidal transects.
- Intertidal mapping using high-resolution imagery, supervised classification, and field validation.
- Subtidal mapping using towed video surveys and spatial modeling.
- Updated intertidal ecological ratings and development of a new (preliminary) subtidal rating framework.
- Identification of spatial variation in ecological values to support planning, restoration, and stewardship.
- Enhanced data accessibility through integration with CRD mapping tools.

The HEIR dataset is intended to support coastal management, stewardship, land use planning, ecological restoration, environmental research, and public education. The datasets are not a substitute for site specific environmental assessments.

Ecological Inventory

Intertidal and Backshore (Part 1)

Intertidal mapping was conducted using supervised classification of high-resolution orthophoto imagery, supported by field verification and desktop review. This represents a methodological advancement over the original shore-unit-based approach. The intertidal inventory expanded the spatial extent of the original HEIR project and mapped both biological and physical features along approximately 103 km of shoreline, including:

- Biological features: salt marsh, eelgrass, bladed kelp, turf algae, barnacles
- Physical features: bedrock, cobble, sand/mud, modified shorelines, overhanging features

Backshore conditions were characterized using existing land cover datasets to identify features such as trees, roads and built structures.

Subtidal Inventory (Part 2)

Subtidal habitats were assessed using boat-based towed video surveys, with resulting imagery interpreted by a qualified biologist, following a methodology generally consistent with the original HEIR project.

- Approximately 110 km of transects were surveyed. In Esquimalt Harbour, survey coverage was limited to the water lot administered by the Songhees and Xwsepsem Nations due to data-sharing constraints related to Department of National Defence (DND) datasets.
- Point observations include marine vegetation, substrates, invertebrates, and fish.
- Spatial modeling techniques (interpolation algorithms) were used to generate polygons for eelgrass, kelps, and selected features. This approach improves upon previous manual delineation methods. Modeled habitat polygons represent estimated distributions based on transect data and should not be interpreted as precise boundaries.
- Estimates of change over time were developed for the general distribution of eelgrass, widgeon grass, and bladed kelp.

Maps 1, 2 and 3 (attached) depict select intertidal and subtidal biological features for Victoria Harbour, Portage Inlet and the Gorge Waterway, Esquimalt Harbour and Esquimalt Lagoon.

Ecological Ratings

Intertidal ecological ratings were updated using a refined version of the original HEIR methodology. Shoreline segments ("Shore Units") were evaluated based on:

- Species-diverse assemblages
- Habitat diversity
- Degree of naturalness
- Presence of key life cycle areas

Each Shore Unit is assigned an overall ecological rating ranging from *Very High* to *Very Low*.

Additional indicators were assessed but not incorporated into the overall rating, including:

- Priority for protection
- Priority for restoration
- Vulnerability to coastal squeeze
- Fisheries value
- Habitat connectivity
- Blue carbon potential

These supplementary indicators can support management and planning decisions related to protection, restoration, and climate adaptation.

Ecological ratings are relative within the study area and are intended to:

- Identify areas of comparatively high or low ecological value
- Support prioritization for conservation and restoration
- Inform planning, development application review, and stewardship

Ratings are suitable for regional and strategic applications and are **not intended to replace site-specific environmental assessments or regulatory requirements**.

A new ecological rating framework was developed for subtidal habitats, applying similar criteria to benthic (sea floor) units defined primarily by depth and substrate. This methodology represents an initial implementation and is expected to benefit from further refinement.

Map 4 (attached) shows the overall ecological ratings for the intertidal and subtidal areas of the harbours.

Data Accessibility and Applications

HEIR datasets, along with compiled existing “Valued Fish and Marine Bird Habitat” layers, will be made publicly available through an update to the CRD Harbours Atlas (anticipated September 2026). Data will be accessible as GIS layers and through a web-based mapping interface and may also be shared with partners under data use agreements.

Key applications include:

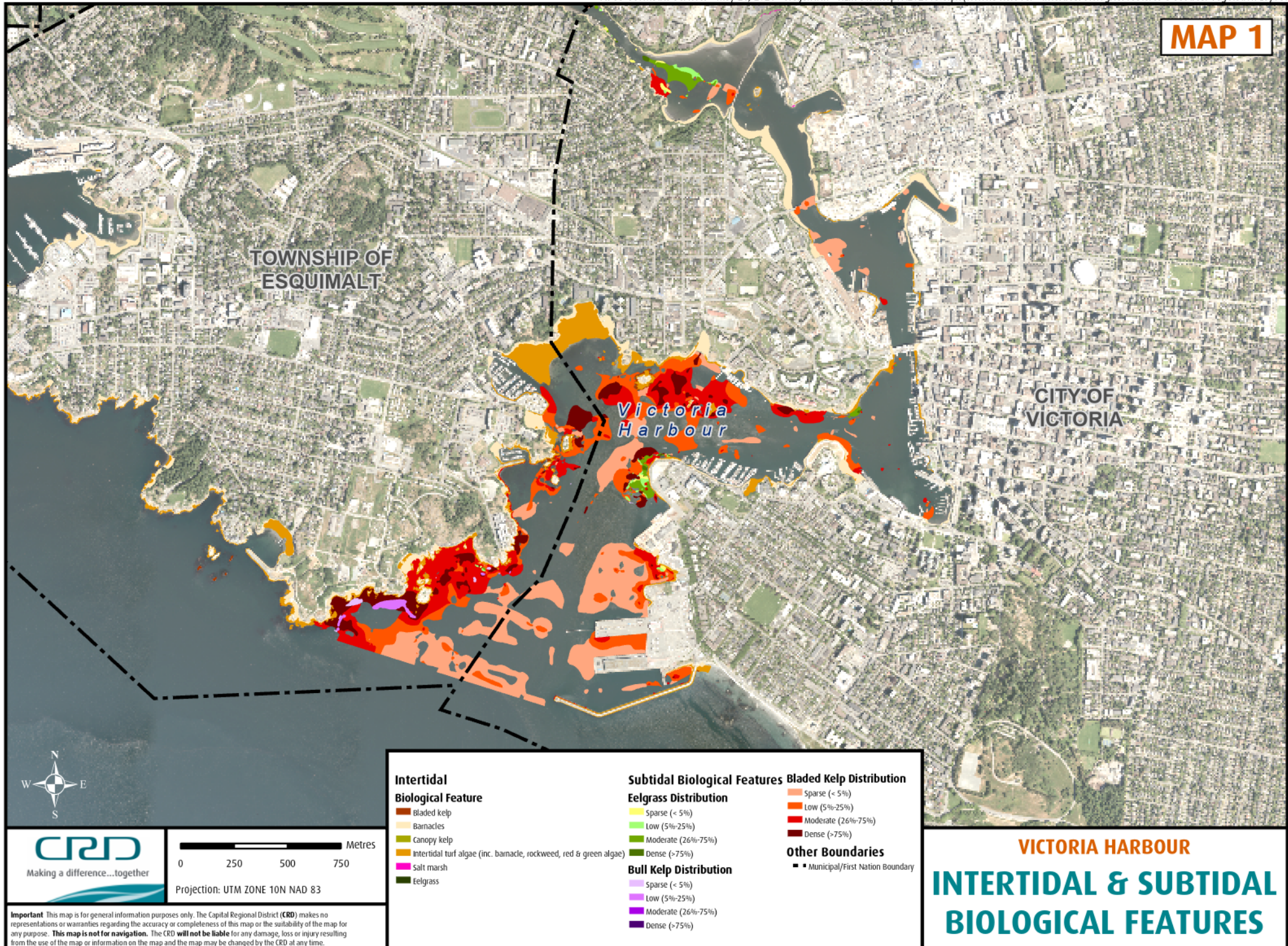
- Coastal and marine spatial planning and management
- Land use planning
- Habitat protection and restoration prioritization
- Climate adaptation (e.g., coastal squeeze, blue carbon)
- Environmental research
- Public education and stewardship initiatives

Limitations

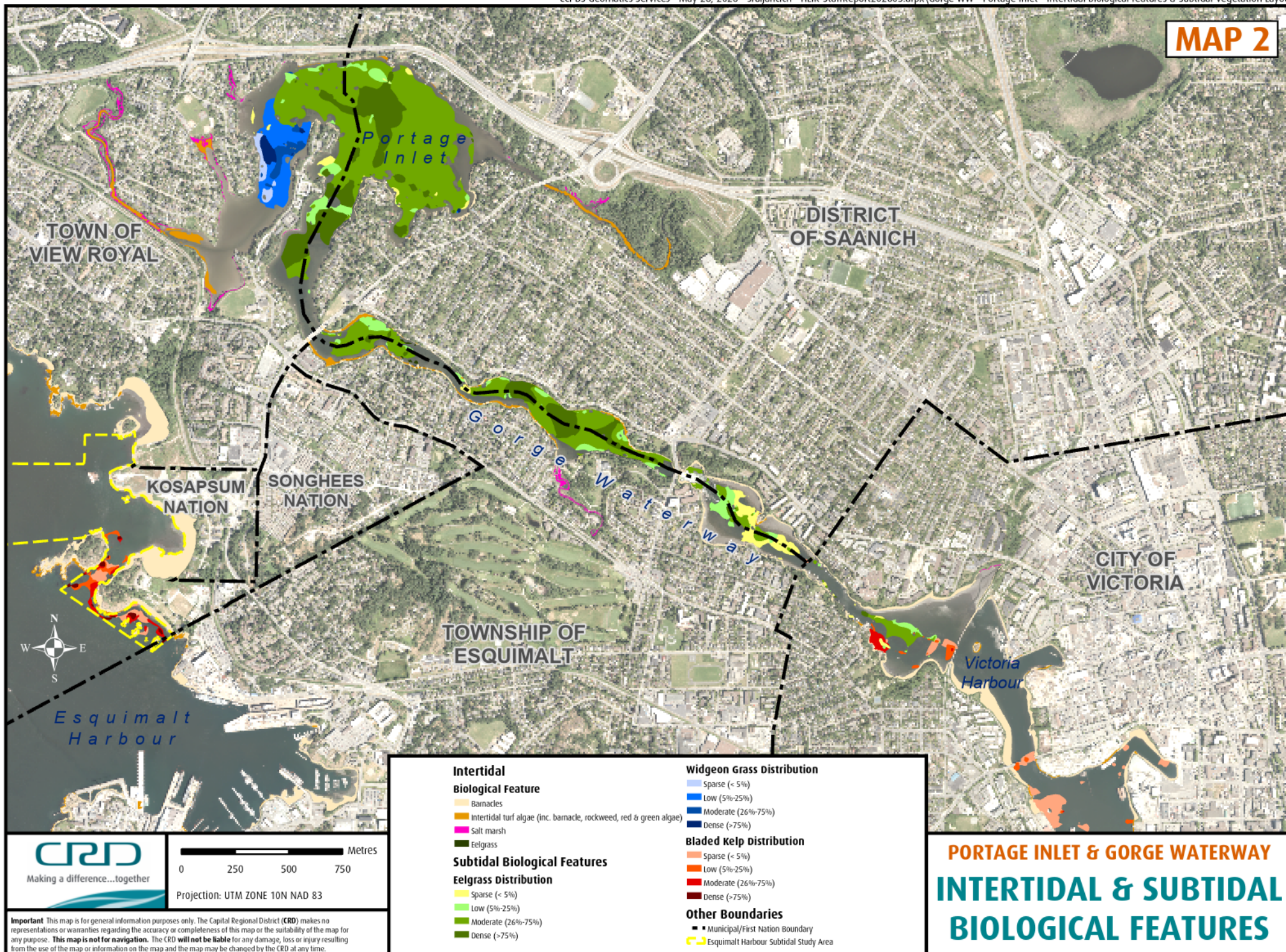
The HEIR dataset should be interpreted with consideration of the following limitations:

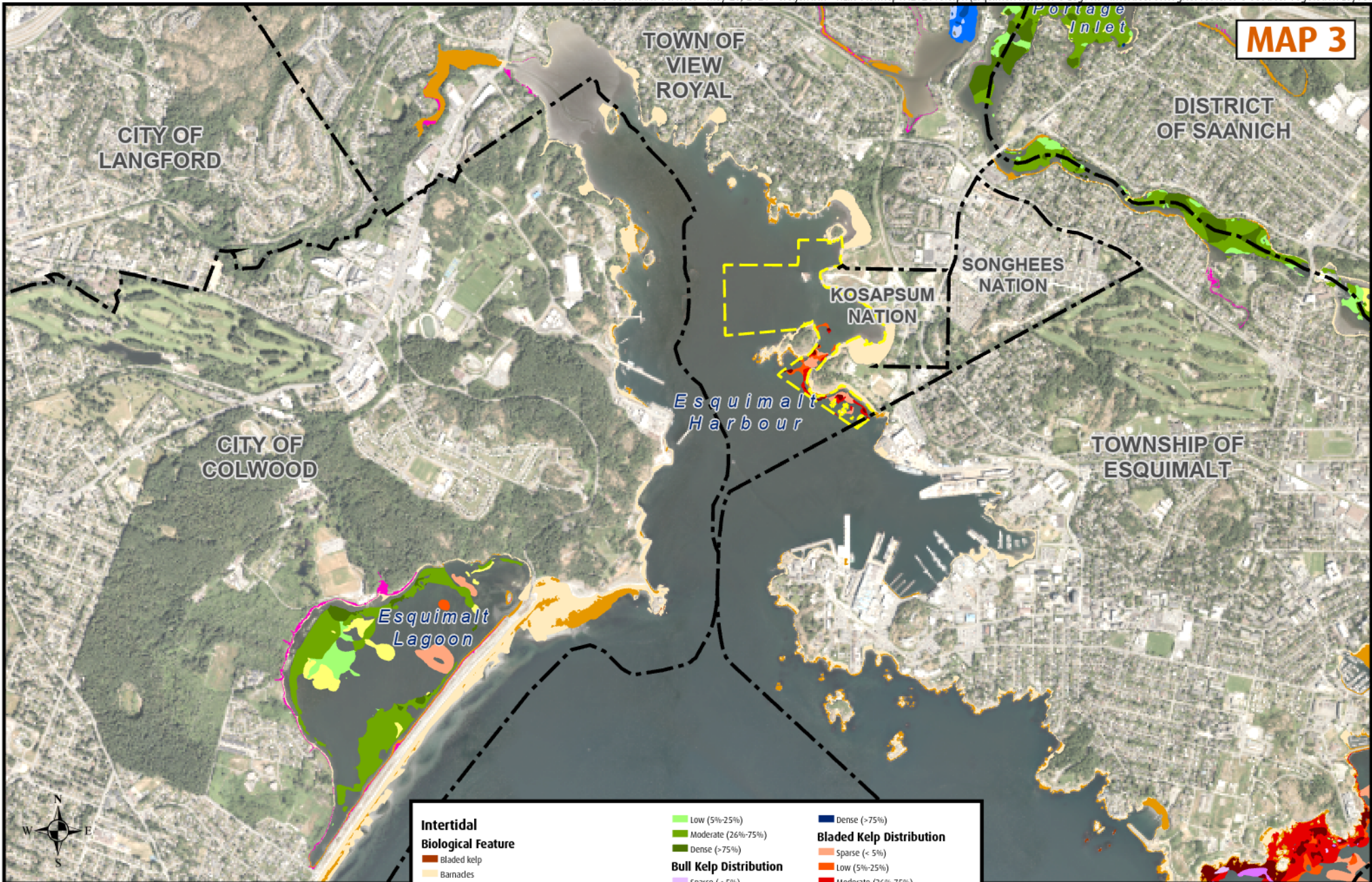
- **Spatial coverage constraints:** Subtidal data gaps exist in portions of Esquimalt Harbour
- **Modeling uncertainty:** Interpolated subtidal habitat polygons and some intertidal polygons represent estimated distributions
- **Temporal variability:** Data was collected over multiple seasons and years
- **Detection limitations:** Towed video surveys are influenced by visibility and field conditions, and intertidal mapping is influenced by orthophoto image quality
- **Data resolution:** Not intended for detailed site-level decision-making
- **Backshore data dependence:** Based on existing land cover datasets with varying accuracy

MAP 1



MAP 2



MAP 3

CRD
Making a difference...together

0 250 500 750 Metres
Projection: UTM ZONE 10N NAD 83

Important This map is for general information purposes only. The Capital Regional District (CRD) makes no representations or warranties regarding the accuracy or completeness of this map or the suitability of the map for any purpose. **This map is not for navigation.** The CRD **will not be liable** for any damage, loss or injury resulting from the use of the map or information on the map and the map may be changed by the CRD at any time.

ESQUIMALT HARBOUR & LAGOON
INTERTIDAL & SUBTIDAL
BIOLOGICAL FEATURES

MAP 4

CRD
Making a difference...together

0 200 400 600 800 1,000 Metres
Projection: UTM ZONE 10N NAD 83

Intertidal Overall Ecological Rating

- Very High
- High
- Medium
- Low
- Very Low

Subtidal Overall Ecological Ratings

- High
- Medium
- Low

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**CORE AREA HARBOURS
INTERTIDAL & SUBTIDAL
ECOLOGICAL RATINGS**

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, JULY 15, 2026**

SUBJECT **Bowker Creek Blueprint | 2026 Update: A 100-Year Action Plan to Restore the Bowker Creek Watershed**

ISSUE SUMMARY

To present the Bowker Creek Blueprint | 2026 Update: A 100-Year Action Plan to Restore the Bowker Creek Watershed¹ (the 2026 Blueprint Update) for information and demonstrate the value of collaborative urban watershed management in the capital region.

BACKGROUND

Bowker Creek is a 9.3 km urban creek (3.5 km of open channels and 5.8 km enclosed in pipes and culverts) that runs through the District of Saanich (Saanich), City of Victoria (Victoria), and the District of Oak Bay (Oak Bay). The Bowker Creek Watershed Management Plan (BCWMP) was completed in 2003 to protect and improve the overall health of the creek and its watershed.

Since 2004, the Capital Regional District (CRD) has coordinated the Bowker Creek Initiative (BCI), a unique multi-jurisdictional collaborative that brings together citizens, community organizations, local and regional government, and educational institutions to improve watershed management and stewardship, guide the implementation of BCWMP and protect and enhance the ecological, social, and hydrological health of the Bowker Creek and its watershed. The BCI coordinator position, held by the CRD, is cost-shared by the participating municipalities.

In 2010, the BCI developed the Bowker Creek Blueprint: A 100-Year Action Plan to Restore the Bowker Creek Watershed² (the Blueprint) which was endorsed by Victoria (2011), Saanich (2011), Oak Bay (2012) and School District 61 (2018). It provides governments, land stewards, and community groups with information and guidance to manage and restore the watershed and creek corridor. Recommended actions were identified as short and medium term, other actions were to occur opportunistically or through long-term efforts. The time horizon of the Blueprint recognizes the time required for significant change in an urban environment.

Considerable progress on the Blueprint implementation has been achieved, including restoration of Bowker Creek through Oak Bay High School (2015), completion of a Daylighting Feasibility Study (2020), installation of demonstration rain gardens in each municipality, and acquisition of the Kings Road Community Nature Green Space. New studies and plans have enhanced understanding of the watershed. Significant and complex climate change and social pressures continue to challenge the Bowker Creek watershed; however, they also offer unique opportunities for innovation and collaboration.

Driven by these pressures and accomplishments, the BCI partners collaborated to update the Blueprint. Municipal staff will present the 2026 Blueprint Update to their respective councils this summer. Implementation of the 2026 Blueprint Update will improve climate resiliency, mitigate

¹ <https://www.crd.ca/media/file/bowker-creek-blueprint-2026-update>

² <https://www.crd.ca/media/file/bowker-creek-blueprint-2011pdf>

flooding, extend greenways, daylight and restore the creek. Bowker Creek is important to the community and the BCI is a model of collaborative urban watershed management in the region.

IMPLICATIONS

Environmental and Climate Implications

Flooding, water quality, and habitat loss are significant concerns for Bowker Creek. Home to more than 33,000 people, the watershed is highly urbanized with residential, commercial and institutional land uses; about 62% of the creek is enclosed in pipes and an estimated 45% of the 1,016-ha watershed is covered with impervious surfaces. Despite its degradation, Bowker Creek offers connections with the natural environment, affords opportunities to daylight and restore the creek, provides a greenway corridor and has the potential to create more vibrant neighbourhoods.

Climate change and its impacts are already a reality for Bowker Creek and its watershed. Hotter summers, extended droughts, and wetter winters are becoming the new normal. Compounded by urban development and the loss of pervious area, these shifting conditions increase the risk of flash flooding, erosion, declining water quality, and biodiversity loss.

The 2026 Blueprint Update defines a plan to daylight the creek, identifies opportunities for stormwater management facilities, and outlines proactive measures to protect the creek and its watershed from the impacts of climate change and development. It will continue to guide the municipalities and community land stewards to manage and restore the Bowker Creek and its watershed. Implementation will safeguard local ecosystem health and biodiversity, protect water quality, mitigate flooding and maintain important green spaces and recreational areas.

Intergovernmental and First Nations Implications

Bowker Creek, known as Thaywun by the local Coast Salish Nations, was once a healthy source of fresh water, food and medicine, and an important transportation route. Today, significant cultural and archeological sites remain. The 2026 Blueprint Update includes an action to “complete an archaeological overview assessment of Bowker Creek in partnership with interested First Nations”. This assessment will help to identify areas with archaeological potential along the proposed daylighting route in advance of land altering projects. Individual projects may require additional archaeological assessment when land altering occurs. Staff from Songhees First Nations reviewed the 2026 Blueprint Update and gave their support for the goals.

Local governments face complex social challenges with constrained resources. The push for new housing, driven by provincial mandates, can place added strain on creeks, tree canopies, and natural areas. Equitable access to urban greenspace is a growing public health issue, especially as climate change accelerates. These pressures highlight the need to incorporate innovative rainwater management techniques into new developments and local streets, including measures that reduce peak stormwater flows, enhance groundwater recharge and treat contaminants in stormwater runoff. Equally important is the need to protect and enhance greenspace as the watershed develops, which will support both public health and climate resiliency goals.

The BCI partners established the 2026 Blueprint Update Working Group, made up of municipal engineering, planning and parks staff and community association representatives, to guide the update and ensure the 2026 Blueprint Update actions reflects the needs, constraints, and

aspirations of their organizations, while working towards the shared goals and vision for Bowker Creek. Municipal staff will present the 2026 Blueprint Update to their respective municipal councils in the coming months.

Social Implications

Considerable public engagement was conducted during the development of the Blueprint in 2009-2010. In 2025, extensive public consultation was conducted to gauge support for the Blueprint, guide prioritization of actions, understand how the community interacts with the watershed and creek, and collect feedback. Engagement was carried out through an online survey, an in-person open house, an online presentation and community walks. Information was also shared by BCI steering committee partners, news media ads, posters, postcards, community email lists and newsletters, the project website, and social media.

Consultation indicated strong public desire to daylight Bowker Creek and restore habitat, mitigate flooding and create a connected greenway. All 2026 Blueprint Update goals are well supported with enhanced livability and resilience to climate change as valued co-benefits by the public. The What We Heard Engagement Report (August 2025) is attached as Appendix A.

Financial Implications

The BCI coordinator position (~1 day/week) is held by the CRD and cost-shared by the participating municipalities. Municipal partners will review the role of the BCI coordinator and determine if the current level of staffing continues to be sufficient.

Implementation of key short-term actions in the 2026 Blueprint Update will require future funding. Working at a watershed scale, the partners may want to consider collaborative funding models because installation of flood mitigation infrastructure in one part of the watershed may provide the most significant benefits to the downstream municipality. For example, the 2026 Blueprint Update envisions large stormwater management facilities within Saanich to reduce the downstream flooding that occurs in Oak Bay. BCI partners will develop creative funding and financing options, that may include adaptation or infrastructure grant opportunities, operational and capital funds, collaborative partnerships, and potentially long-term financing options at a watershed scale.

CONCLUSION

The Bowker Creek Blueprint | 2026 Update: A 100-Year Action Plan to Restore the Bowker Creek Watershed, which defines a daylighting route for the creek, has been updated to identify potential locations for large stormwater management facilities and provide watershed-wide and reach-specific actions to protect the watershed and creek. Implementation will improve climate resiliency, mitigate flooding, and improve livability as the creek is daylighted and restored and greenways are extended bringing wildlife corridors and biodiversity into the community.

Bowker Creek Initiative (BCI) is a model of collaborative urban watershed management in the region and ongoing collaboration among the BCI partners will be required to capitalize on re-development opportunities and create watershed-scale funding mechanisms. The Bowker Creek Blueprint | 2026 Update: A 100-Year Action Plan to Restore the Bowker Creek Watershed is presented to the CRD Board for information and will be presented to the District of Saanich, the City of Victoria, and the District of Oak Bay councils for consideration this summer.

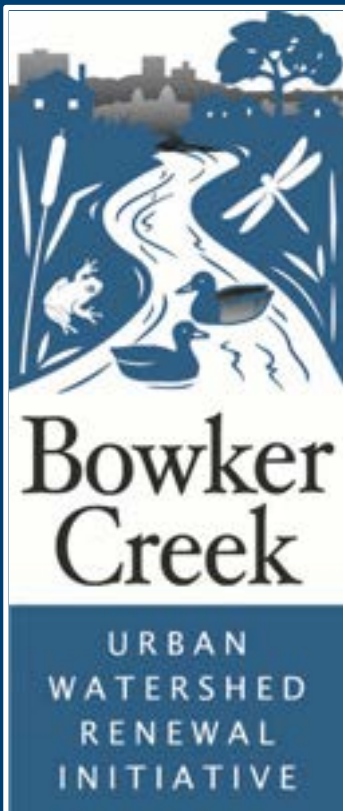
RECOMMENDATION

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

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

ATTACHMENT

Appendix A: What We Heard Report - Bowker Creek Blueprint Update (August 2025)



What We Heard Report

Bowker Creek Blueprint Update
August 2025

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Brought to you by the Bowker Creek Initiative

The Bowker Creek Initiative (BCI) is a collaborative effort between people, organizations, and local governments to protect and enhance the ecological, social and economic health of the Bowker Creek watershed. The initiative was established because of concerns about flooding, pollution, and the degraded condition of Bowker creek.

This report was prepared by ISL Engineering and Land Services Ltd.

EXECUTIVE SUMMARY

The Capital Regional District (CRD) through the Bowker Creek Initiative (BCI) is updating the Bowker Creek Blueprint, a 100-year action plan aimed at protecting and restoring the Bowker Creek Watershed. This report captures the key messages, ideas, and concerns shared by community members engaged as part of the update process. The input from 393 participants combined with the technical knowledge from municipal staff and final review with the Blueprint project working group will help shape the finalization of the Bowker Creek Blueprint and 100-year action plan.

Key Themes

- **Activities and Connectivity:** Most participants visit Bowker Creek and the Bowker Creek watershed primarily for walking, running, biking, relaxing, and enjoying nature. Living nearby is also a significant factor connecting participants to the area.
- **Popular Locations:** The Bowker Creek Walkway in Oak Bay and the Oak Bay Recreation Centre are the most visited places in the watershed by participants. Oak Bay High School and Hillside Centre Mall are also popular.
- **Information Preferences:** Most participants showed a strong preference for information about native trees and plants, preventing pollution, and watershed stewardship.
- **Education Methods:** Most participants considered signage as the most useful form of education about the watershed, followed by volunteer opportunities for restoration and awareness campaigns.
- **Blueprint Goals:** All Blueprint goals are important to participants.
- **Co-benefits of a Healthy Watershed:** Increased community greenways and recreational space, enhanced livability, and resilience to climate change are the most valued co-benefits by most participants.
- **Environmental Actions:** Most participants said planting native trees and plants, removing invasive species, daylighting, and implementing green stormwater infrastructure and low-impact development are the preferred environmental actions.
- **Concerns:** Wildlife habitat loss and water pollution are the greatest concerns, followed by construction and development impacts.

Next Steps

The Bowker Creek Blueprint Update Working Group will review all feedback gathered through this report and consider how it can be incorporated into the final plan. For more information, visit <http://www.bowkercreekinitiative.ca>.

PROJECT OVERVIEW

The Bowker Creek Initiative (BCI) is updating the Bowker Creek Blueprint, a 100-year action plan to protect and restore the Bowker Creek Watershed. In 2011, the Bowker Creek Blueprint was created to revitalize the Bowker Creek watershed. The Blueprint identified a series of actions that would lead to improvements in the watershed, the creek, habitat, and community. The update will revise planned actions in the Blueprint based on accomplishments, new information, and current pressures facing the watershed. The updated Blueprint will continue to guide municipalities, the community, and other land stewards in managing and restoring the watershed and creek corridor into the future.

ENGAGEMENT OVERVIEW

As part of the final update for the project, we invited community input through both an online presentation and an in-person open house. In total, we heard from 393 participants.

Events:

In-Person Open House

- 📅 June 10, 2025
- 🕒 3:00 – 7:00 PM
- 📍 Na'tsa'maht, Lansdowne Campus – Camosun College

Virtual Information Session

- 📅 June 12, 2025
- 🕒 7:00 – 8:30 PM
- 💻 Online Presentation

In-Person Walking Tour

- 📅 June 15, 2025
- 🕒 10:30 AM - Noon
- 👣 Walking Tour – Lower Watershed

In-Person Walking Tour

- 📅 June 17, 2025
- 🕒 6:30 – 8:00 PM
- 👣 Walking Tour – Upper Watershed



How We Engaged and Shared Information

Engagement was carried out through an online survey, an in-person open house, online presentation and a community walk. Information was also shared by BCI steering committee partners, news media ads, posters, postcards, community email lists and newsletters, the project website, and social media.

Promotional efforts

We shared using the following methods:



59,090 views on Facebook and Instagram posts



403 clicks from posts to visit project webpage



2500 postcards distributed at community events (i.e. Fernfest etc.)



2 news ads placed in Black Press and Times Colonist each



55 posters throughout the community



Community groups shared information over internal email and newsletter distribution lists



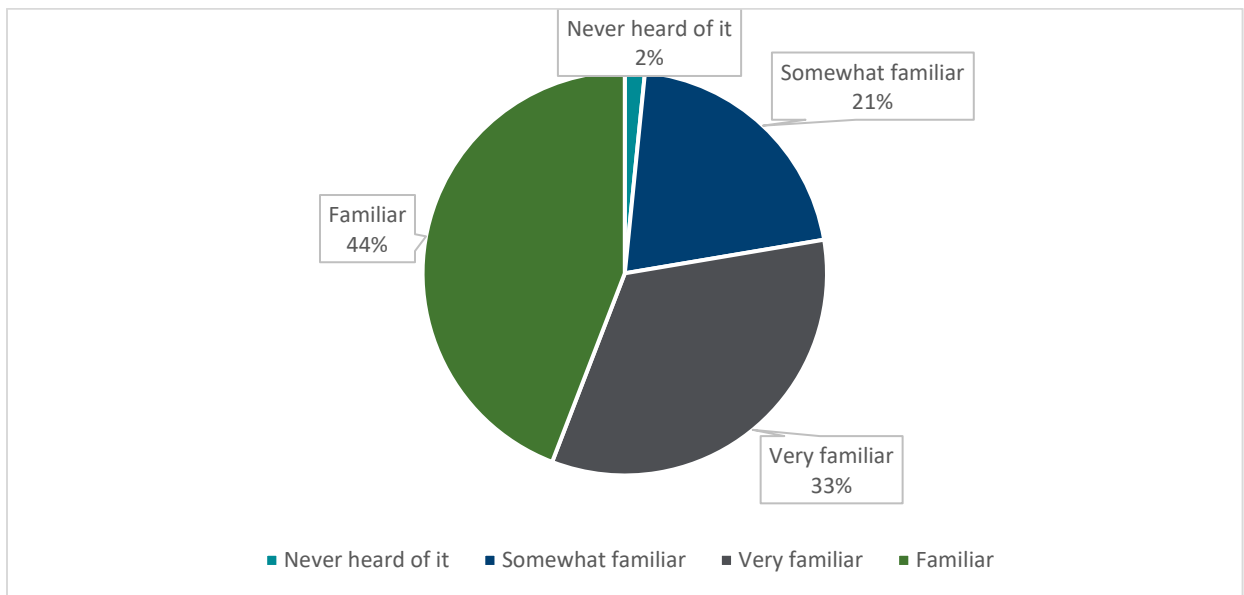
WHAT WE HEARD

Online Survey

The following section reflects what we heard from 188 participants in the online survey.

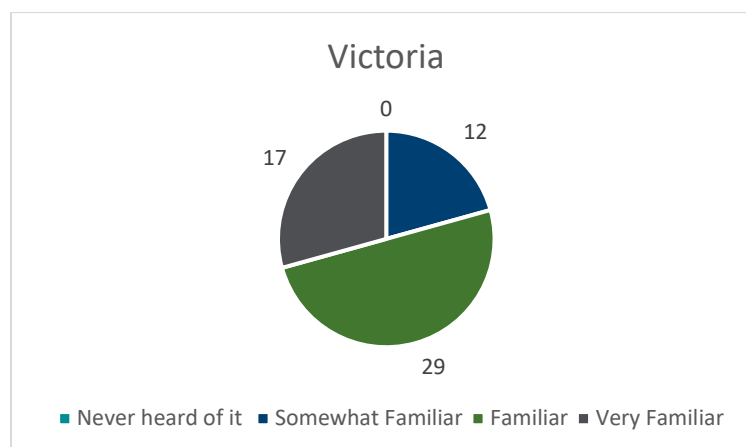
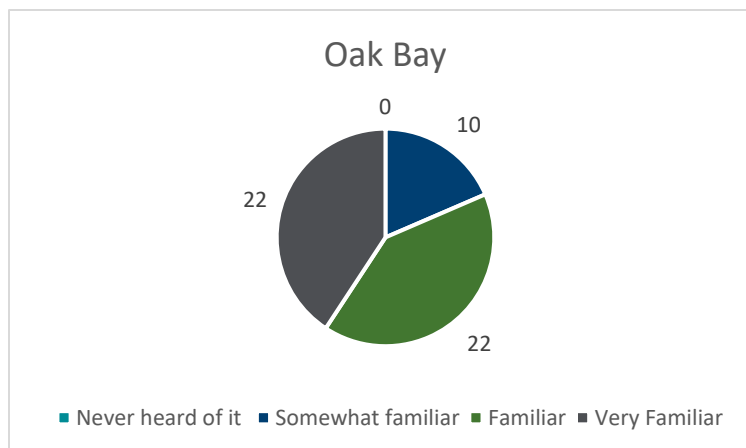
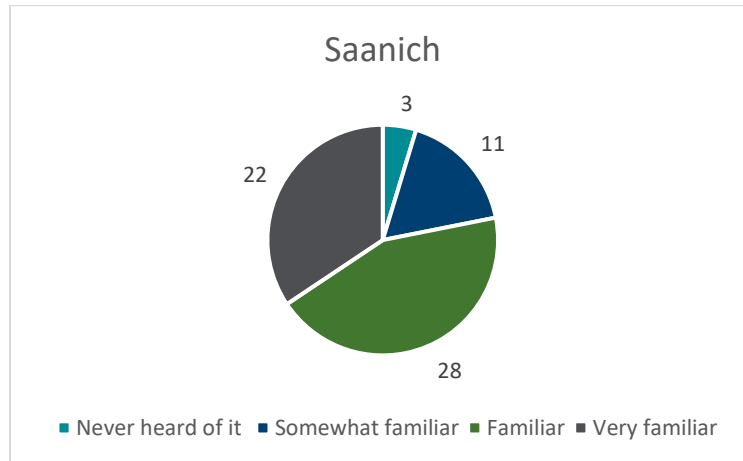
1. What is your knowledge of Bowker Creek and the Bowker Creek watershed?

Most participants were familiar with Bowker Creek and the watershed.



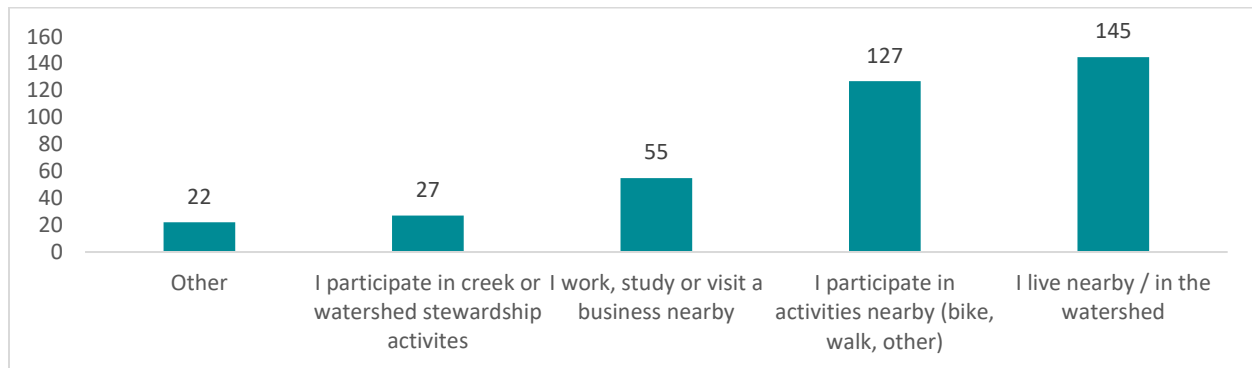
188 responses

Here's how each municipality responded to Question 1, as shown in the charts below. Responses are numbers and not reflected as percentages.



2. What is your connection to Bowker Creek or the Bowker Creek Watershed?

Most participants said they live near the watershed and participate in activities nearby.



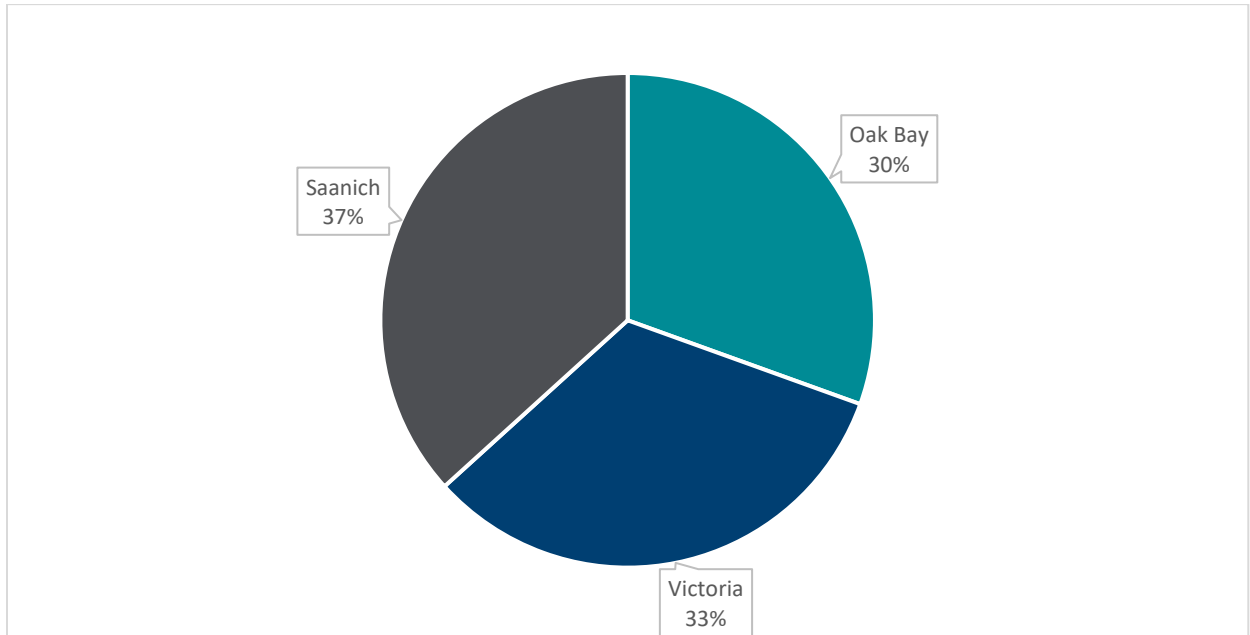
188 Responses

OTHER:

- **Personal Connection to Place**
 - Born in Victoria.
 - Mount Tolmie is my mountain.
 - Bowker Creek is my river.
 - Grew up here, backing onto Bowker Creek.
 - Lived near the creek from 1956–1975.
 - My family has lived in Oak Bay for over 50 years.
- **Lifelong Learning & Research**
 - Studied Bowker Creek in elementary through university (Geography at UVic).
 - Conducted university research on the creek and watershed.
 - Spent 10 years at UVic, including work related to the creek.
- **Stewardship & Advocacy**
 - Volunteer fundraiser and social media contributor.
 - Advocate for daylighting and restoring orphaned waterways.
 - Participated in the first 100-year plan for Bowker Creek.
 - Worked to halt interference with the creek's wellbeing.

3. If you live nearby / in the watershed, which area do you live in?

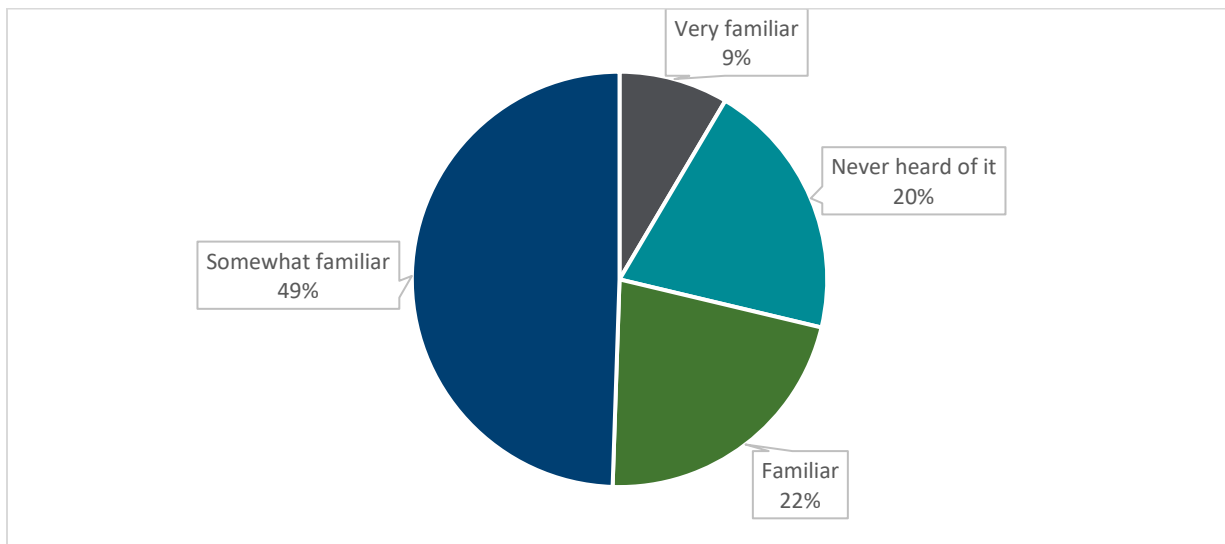
One third of participants were either from Saanich, Victoria or Oak Bay.



177 responses

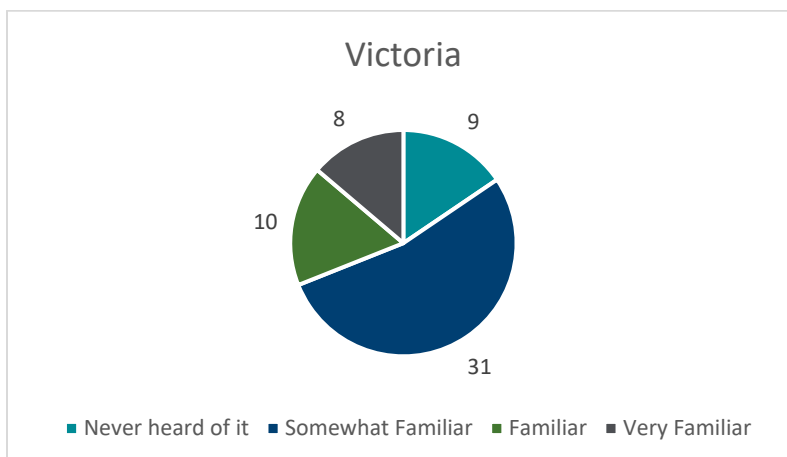
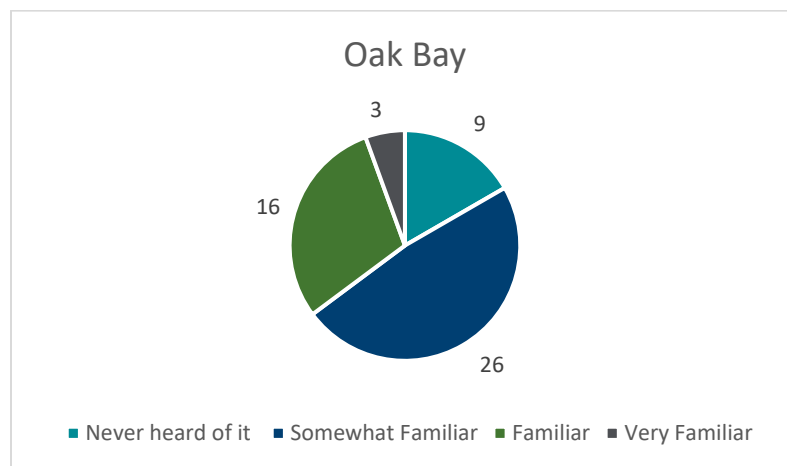
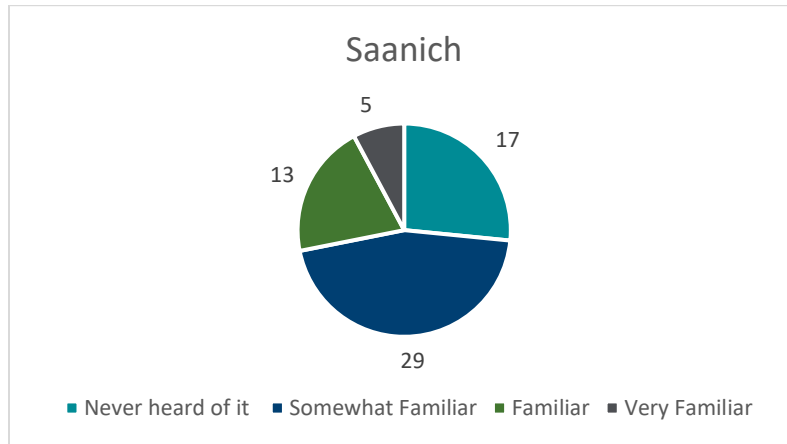
4. What is your knowledge of the Bowker Creek Blueprint – a 100-year Plan to Restore Bowker Creek Watershed?

More than 3/4 of participants were at least somewhat familiar with the Bowker Creek Blueprint – a 100-year Plan to restore Bowker Creek watershed.



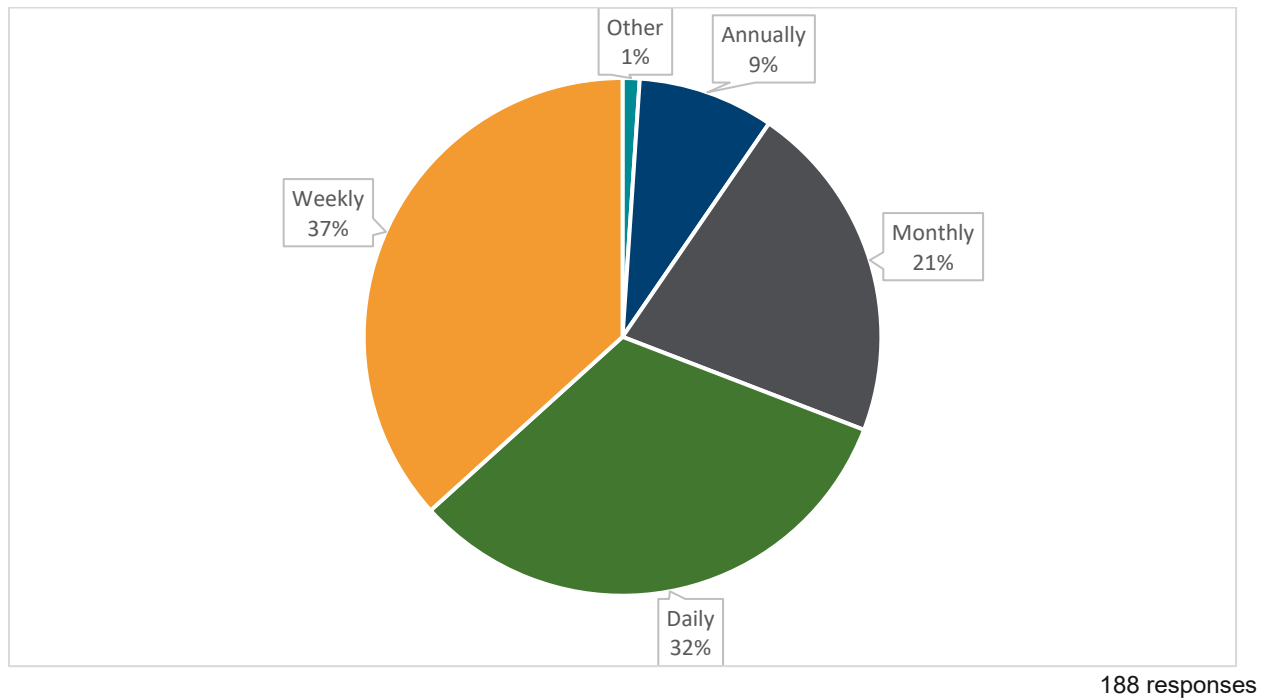
188 responses

Here's how each municipality responded to Question 4, as shown in the charts below. Responses are numbers and not reflected as percentages.

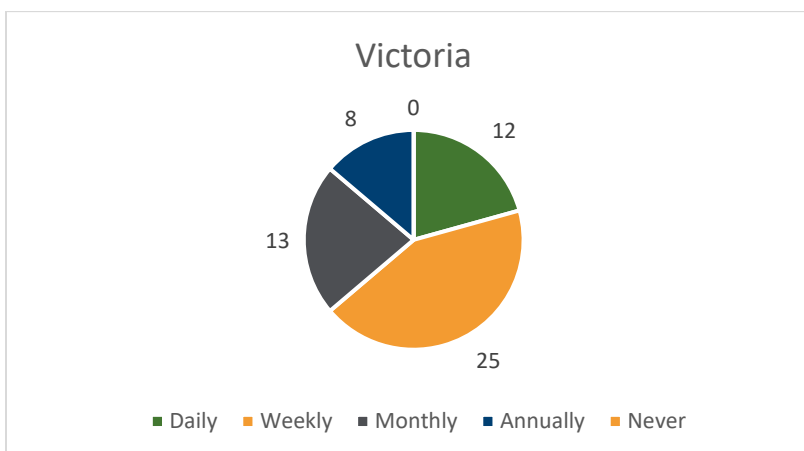
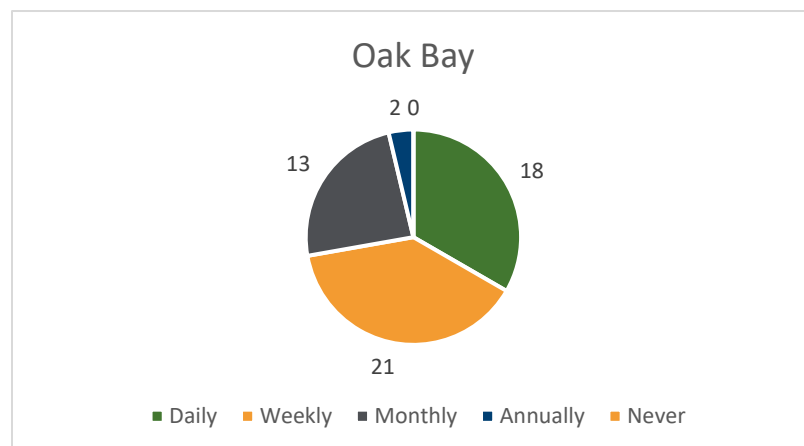
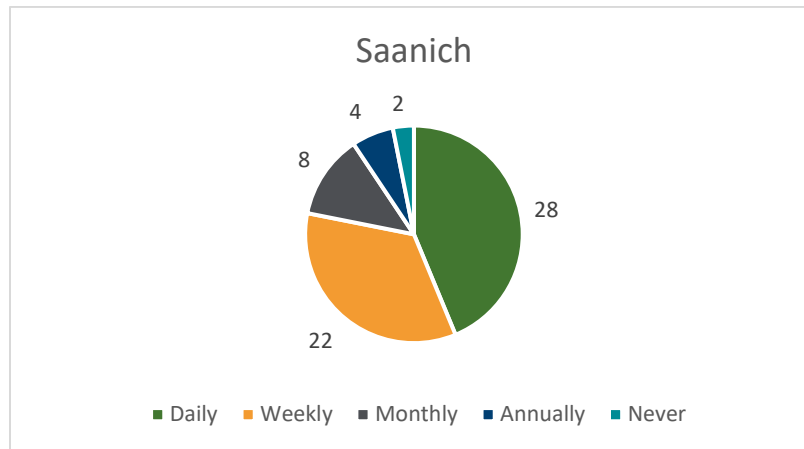


5. How often do you visit Bowker Creek or the Bowker Creek watershed?

Most participants visit Bowker Creek or the Bowker Creek watershed either daily (32%) or weekly (37%).

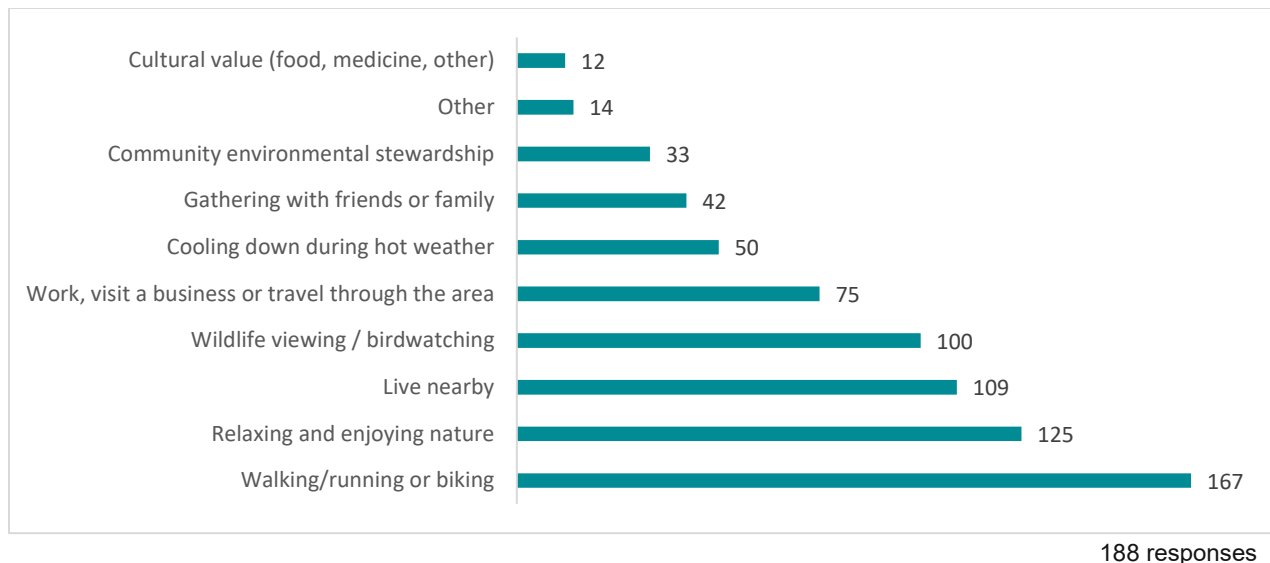


Here's how each municipality responded to Question 5, as shown in the charts below. Responses are numbers and not reflected as percentages.



6. What activities do you participate in when you visit Bowker Creek or the Bowker Creek watershed?

Most participants said *walking, running or biking* were the primary ways they visited Bowker Creek and/or the Bowker Creek watershed followed by *relaxing and enjoying nature*. *Living nearby* was the third most mentioned activity that participants said connected them to the area.

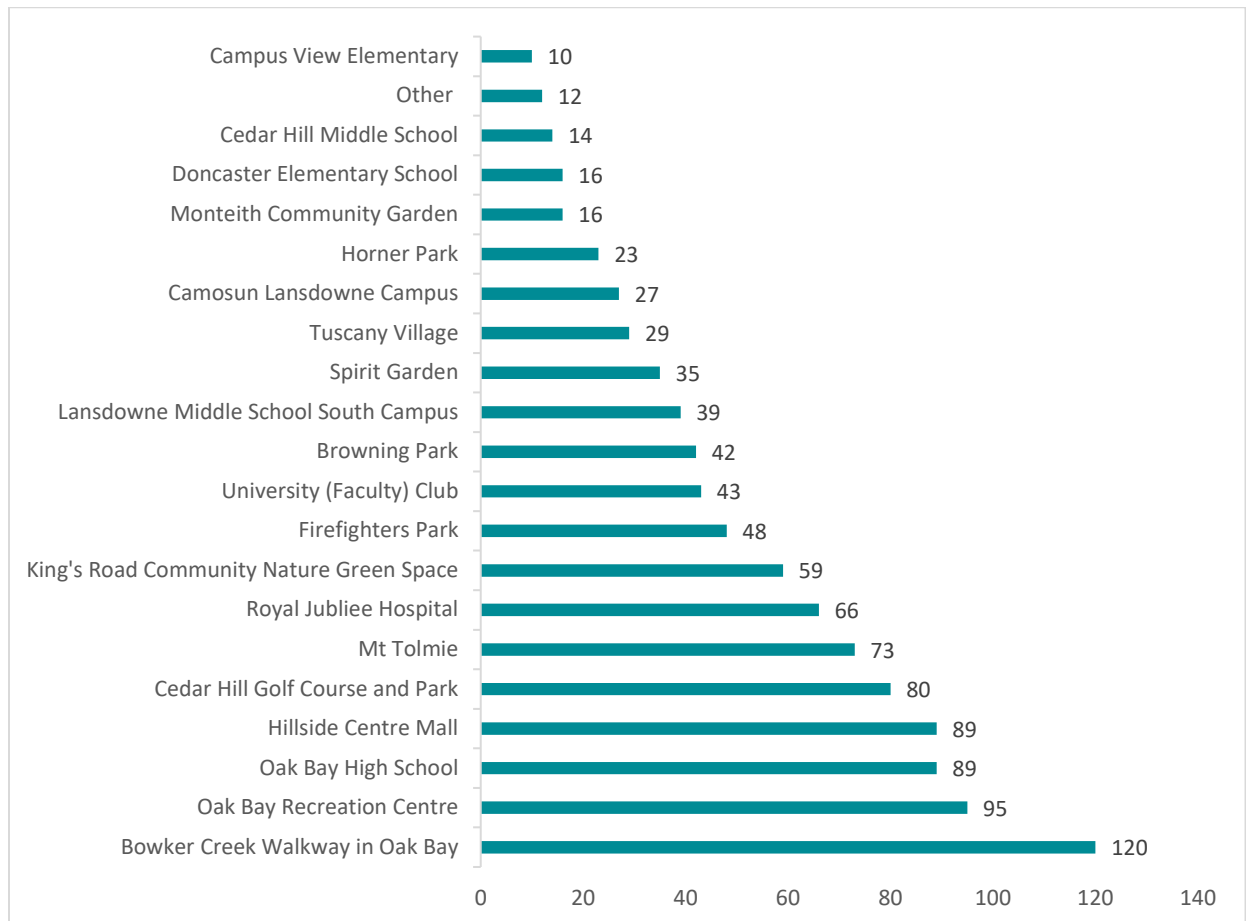


OTHER:

- **Recreation & Community Life**
 - Envision the creek as a space for sports, dog walking, and family time.
 - A restored watershed could be a safe, vibrant route for students, like our child walking to Oak Bay High.
 - Attended community events like the Bowker Creek art festival.
- **Daily Connection**
 - Bike commute from Gordon Head to Jubilee via UVic trails and creekside paths.
 - Visits to relatives at the hospital often include time near the creek.
- **Personal History & Property**
 - Grew up on Doncaster, witnessing many changes to the creek.
 - Own property that borders Bowker Creek.
 - Occasionally revisit Monteith Street and Cranmore to reflect on childhood memories.
- **Observation & Documentation**
 - Photographing the creek and watershed over time.
 - Lived and worked in the watershed for many years.
- **Stewardship & Vision**
 - Live in the Mount Tolmie section, where the creek is buried—hope to see it daylighted.
 - Interested in environmental projects across Greater Victoria.

7. Where in the Bowker Creek watershed do you visit?

Most participants said the Bowker Creek Walkway in Oak Bay, followed by the Oak Bay Recreation Centre. Oak Bay High School and Hillside Centre Mall which were tied as the third most visited places in the watershed.



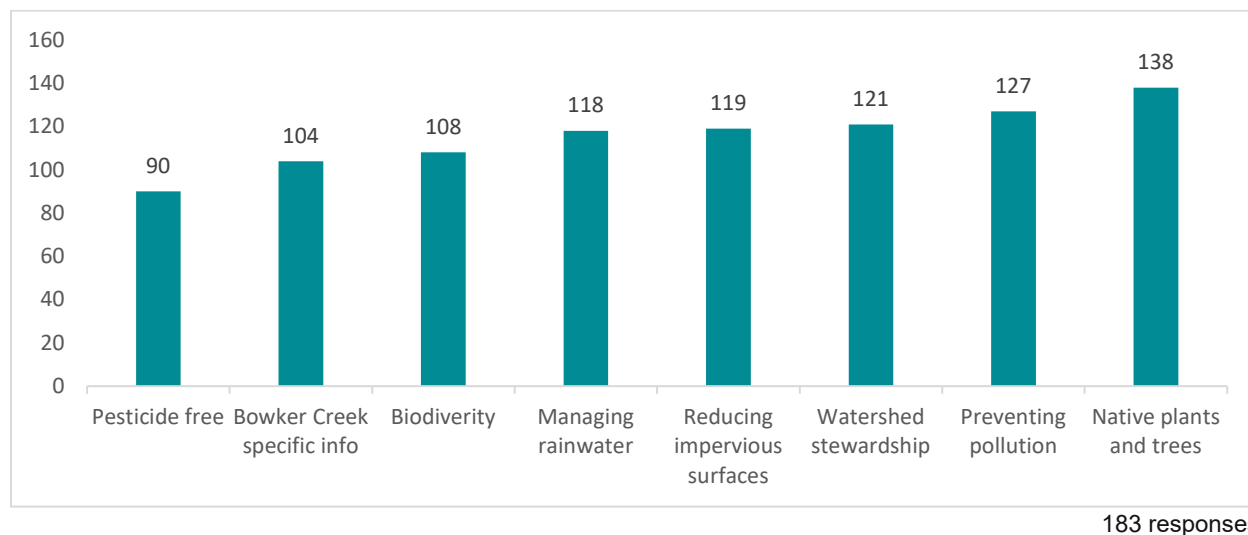
187 responses

OTHER:

- Willows Beach
- Kings Rd Community Nature Space
- Doncaster Greenway
- Summit Park
- Shelbourne street, Cedar Hill Road, McKenzie Avenue
- Near 3900 Shelbourne
- Estuary
- UVic

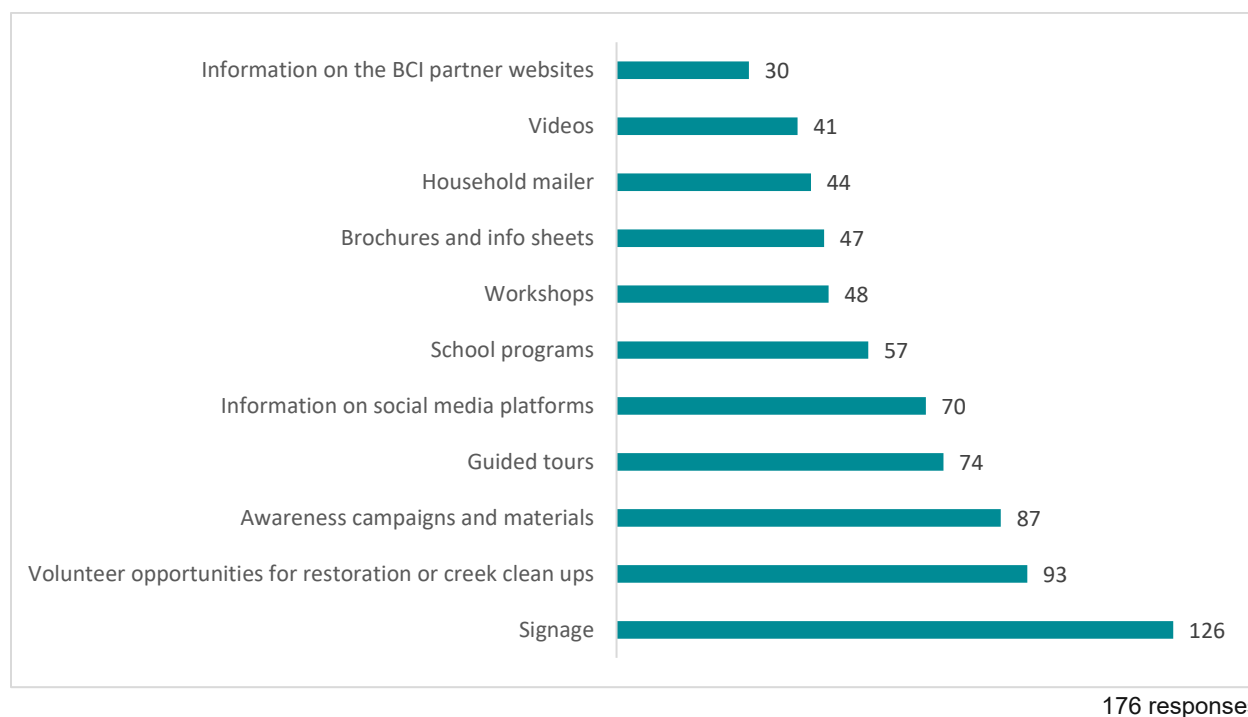
8. What information would you find helpful in regard to the Bowker Creek watershed?

The options for information topics were all very popular among participants, though many participants preferred information about native trees and plants, preventing pollution, and watershed stewardship.



9. What types of educational programs would be useful to you?

Most participants said signage would be the most useful form of education for them about the watershed, followed by volunteer opportunities for restoration of creek clean ups, and awareness campaigns.



10. Are there specific areas of the Bowker Creek watershed that are important to you?

Below is a summary of the most important areas mentioned by 97 participants.

Most participants said the entirety of the watershed was important to them. Many noted that it is an integrated ecological system, and they cannot put more value on one area over another.

Parks, Trails, and Green Spaces

- Bowker Creek Park
- Bowker Creek Walkway (Oak Bay)
- Spirit Garden
- Spirit Park
- Browning Park
- Mount Tolmie (including Mt Tolmie area references)
- Firefighter's Park / Firefighters Park on Monterey Ave
- Doncaster Greenway
- Kings Road Community Nature Space
- BC Hydro Lands
- Parks behind Oak Bay High School and trail to Firefighters Park
- Bowker at Bee project
- Bowker Creek green space (general)
- Estuary and Oak Bay reaches of Bowker Creek

Schools and Educational Areas

- Oak Bay High School
- Lansdowne Middle School (North & South Campus)
- Lansdowne Elementary School
- Richmond Elementary
- Glenlyon School
- UVic Alumni Chip Trail
- University of Victoria (UVic)

Health and Community Facilities

- Royal Jubilee Hospital
- Cancer Centre
- Oak Bay Recreation Centre
- Cedar Hill Recreation Centre

Roads, Streets, and Corridors

- Shelbourne Street / Shelbourne Valley
- McKenzie Avenue
- Fort Street

- Bee Street
- Foul Bay Road
- Monteith Street
- Monterey Avenue
- Landsdowne South stretch to Jubilee Hospital

Commercial and Development Zones

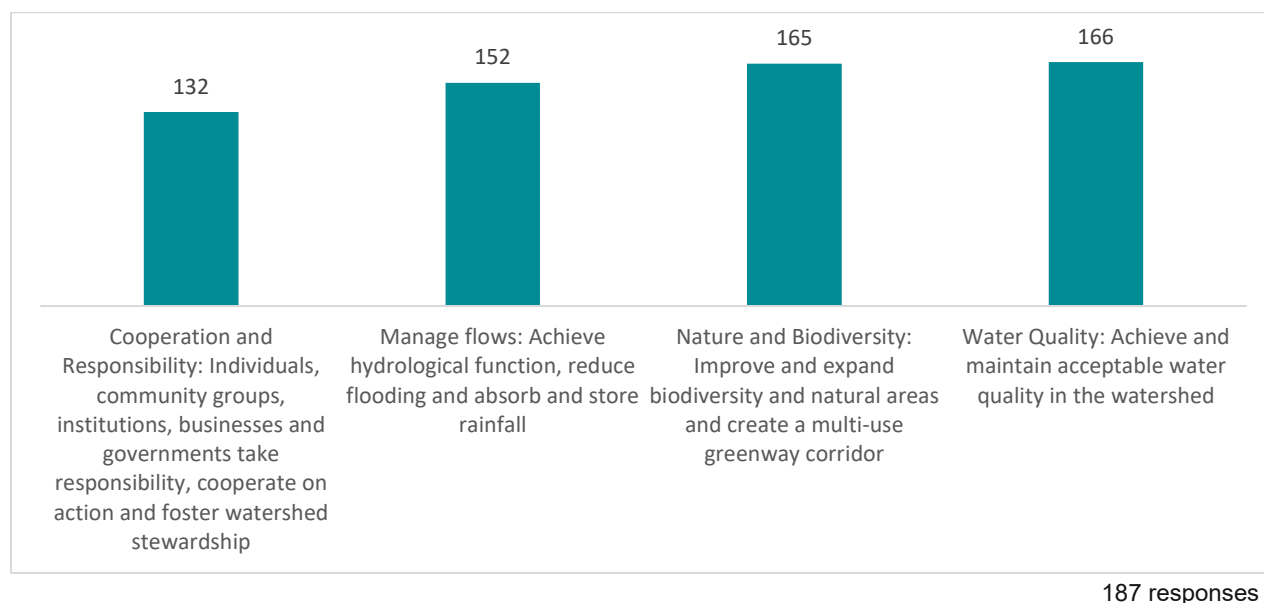
- Hillside Mall
- Shelbourne near Hillside Mall
- Shelbourne Development Area

Other Comments (Concerns, Ideas, and General Statements)

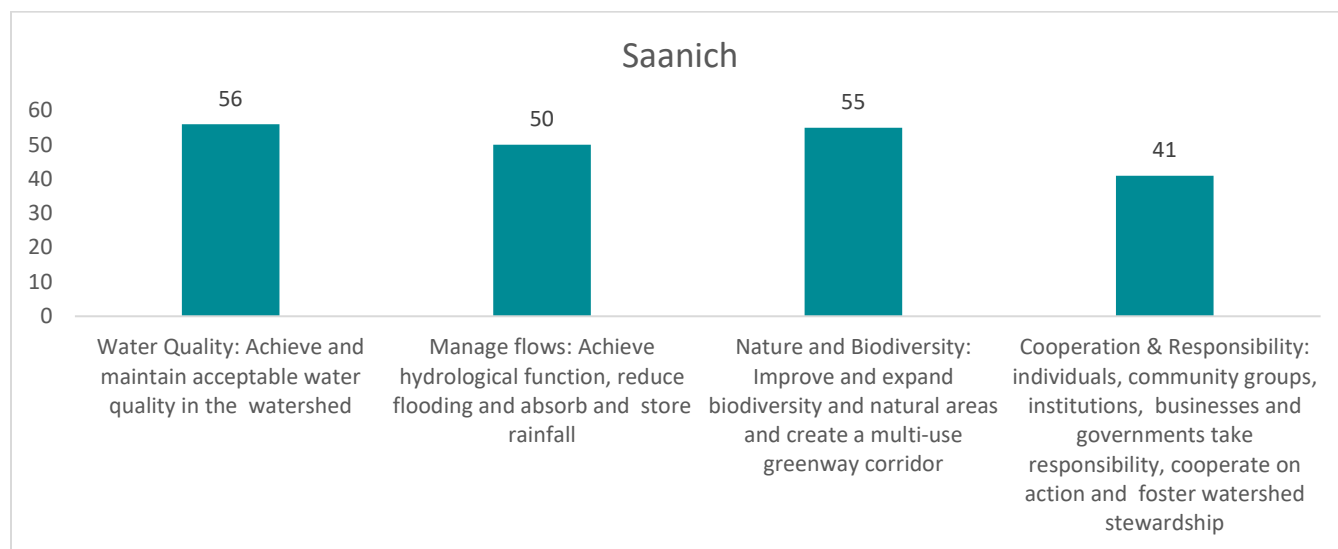
- Concern for the area directly by their property
- “All areas” or “all of it” responses — emphasis on interconnectedness of watershed
- Neighbourhoods with flooding issues
- Unclear about “multi-use greenway corridor” — concern about overdevelopment of trails
- Importance of inaccessible portions (behind fences, private property)
- Saanich areas designated for large-scale development
- Importance of salmon restoration
- Need for more daylighting of the creek
- Calls for interpretive signage and public education about the watershed
- Desire to restore appropriated shoreline for public access
- Interest in history and cultural significance of the watershed
- Awareness-raising about watershed protection
- Protection of native forest cover, especially Garry oak habitat
- Concern over destruction of wildlife habitats (e.g., hummingbird nests in Kings Park)
- Mention of too much “logging” in natural areas
- Excitement for restoration work in community green spaces
- Concerns about cyclists in pedestrian-heavy areas
- Concern over high-rise development near creek beds
- Negative impact of artificial turf replacement in green spaces
- Issues with encased or channelized sections of creek
- Desire for safe, well-marked multi-use trails (including in winter)
- Requests for flood mitigation projects
- Desire for picnic lawns and social spaces near creek
- Need for stronger community involvement in restoration efforts
- Calls for reduced hard surfaces and increased green buffers
- Interest in integrating creek restoration into educational programs
- Concern over lack of remediation in certain planned restoration sites

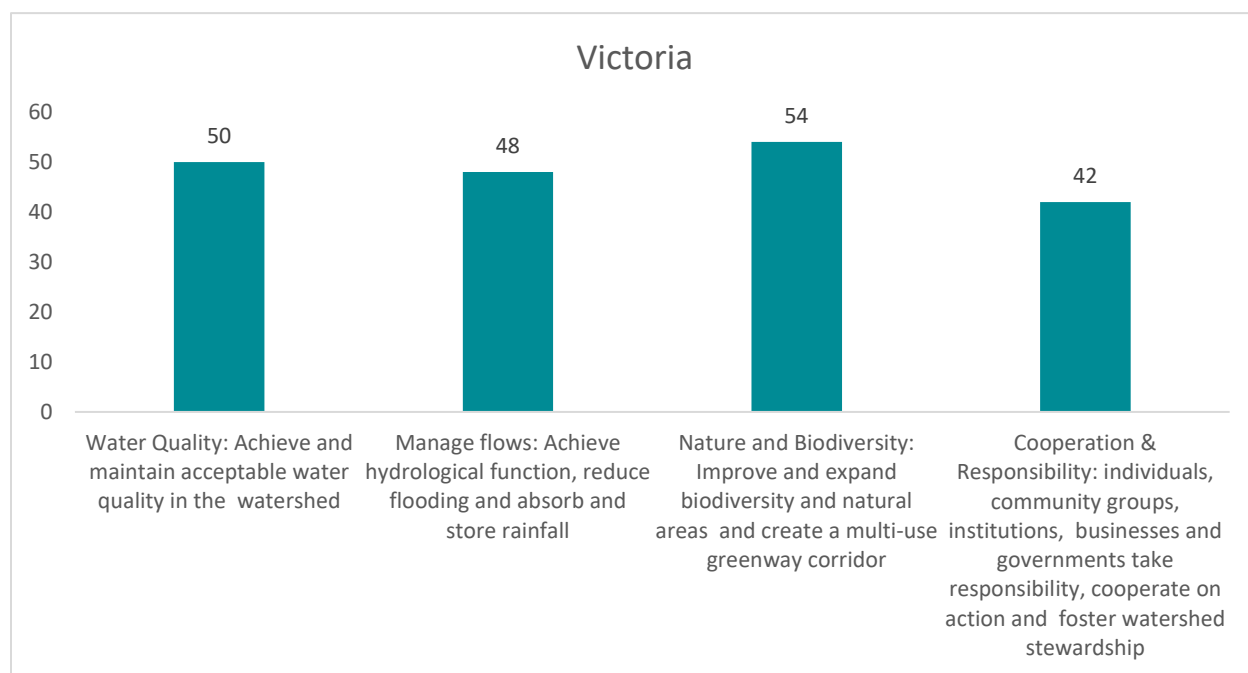
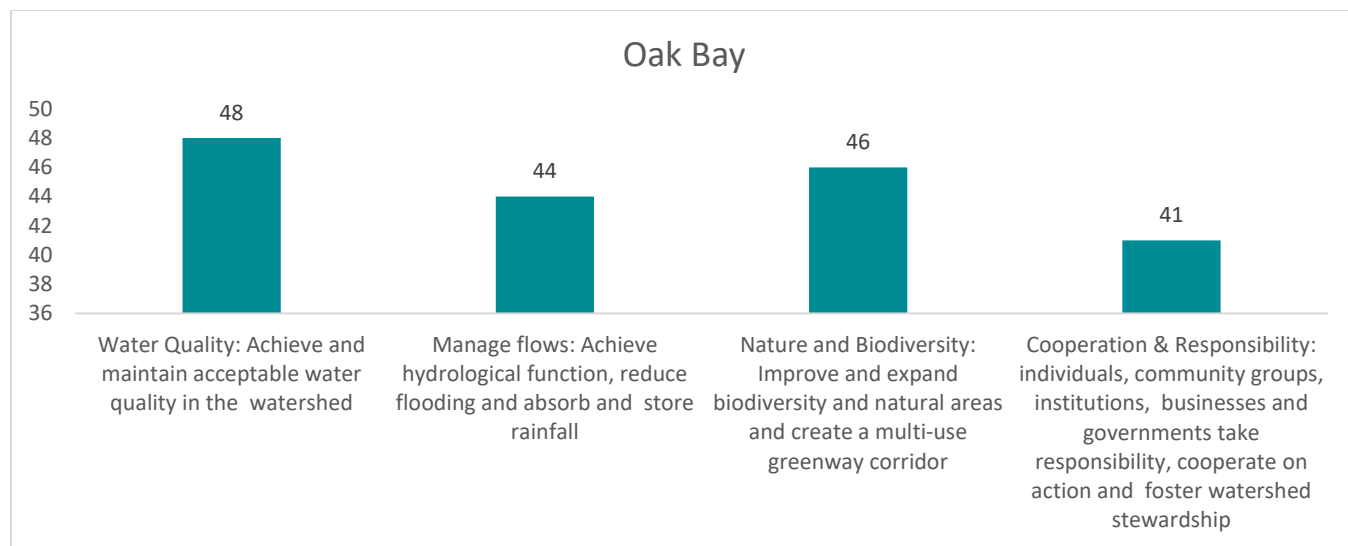
11. The Bowker Creek Blueprint is focused on the following goals, what is important to you?

Most participants said that all goals are important to them.



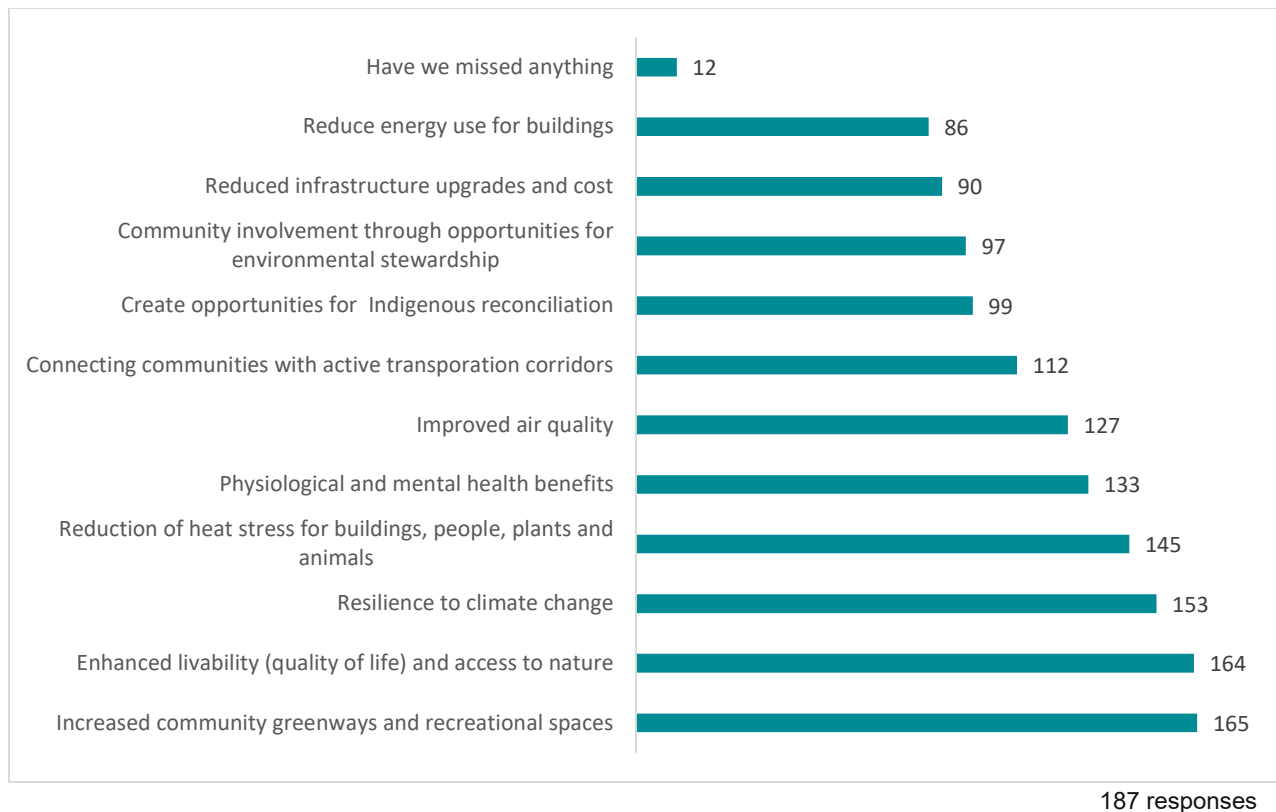
Here's how each municipality responded to Question 11, as shown in the charts below. Responses are numbers and not reflected as percentages.





12. A healthy watershed can also achieve many other environmental, social and economic benefits; what is important to you?

Most participants shared that increased community greenways and recreational space was the most important co-benefit of a healthy watershed identified, followed immediately by enhanced livability (quality of life) and access to nature. Resilience to climate change was the third most valued co-benefit of a healthy watershed.



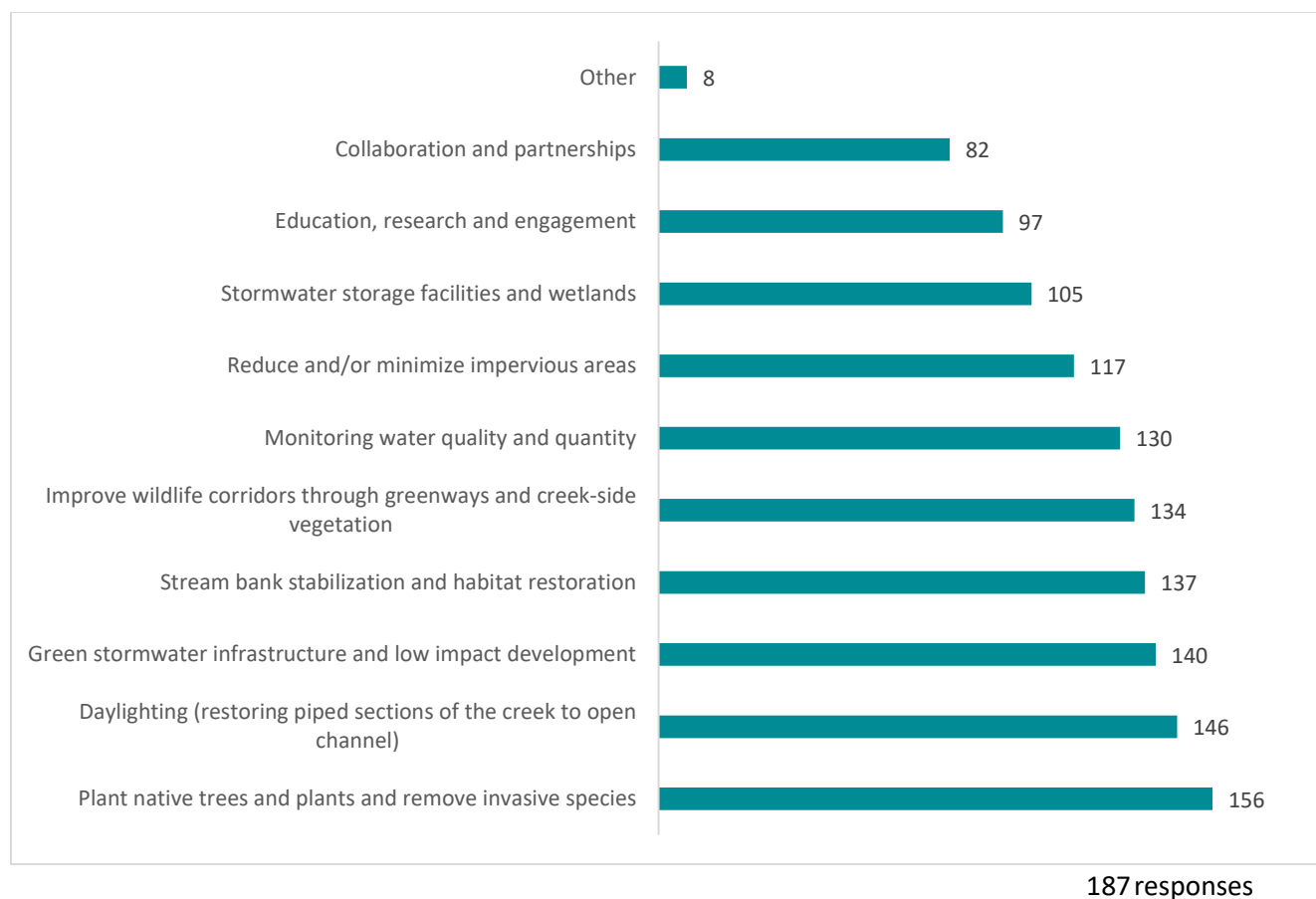
HAVE WE MISSED ANYTHING:

- **Salmon Restoration & Cultural Connection**
 - Restore Bowker Creek to support the return of salmon, aiming for pre-contact population levels.
 - Bring salmon into the heart of urban municipalities, reconnecting people with these iconic species.
- **Biodiversity & Habitat**
 - Create a biodiversity corridor linking ecosystems across and beyond the watershed.
 - Enhance habitat connectivity through daylighting and riparian restoration.
 - Support urban natural spaces for birds, insects, and other wildlife.
 - Increase and maintain local biodiversity to build ecological resilience.
 - Address invasive species in channelized areas to protect native life.
- **Ecological & Educational Value**
 - Develop wildlife migration corridors and educational opportunities.
 - Restore riparian zones for plants and animals, including fish.
- **Infrastructure & Policy**
 - Free Bowker Creek from Shelbourne Street to improve flow and habitat.
 - Reconsider past infrastructure—some wish to return to ditch systems for ecological benefit.

- Community & Development
 - Balance economic development and housing with creek health and ecosystem integrity.

13. There are various approaches to achieve a healthy watershed, indicate which approaches are important to you.

Most participants selected plant native trees and plants and remove invasive species, daylighting, and green stormwater infrastructure and low impact development.



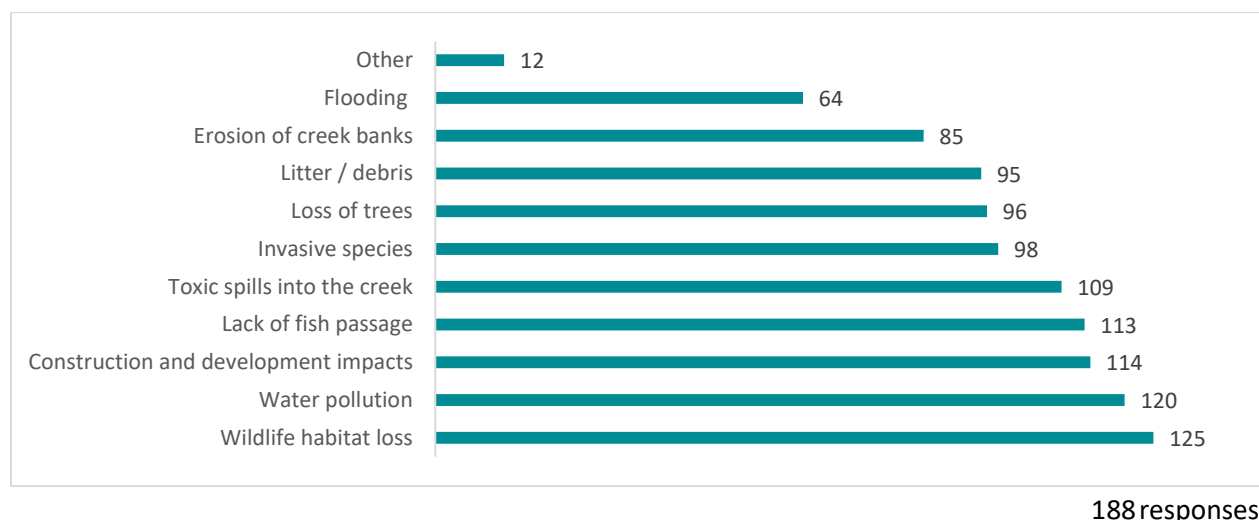
OTHER:

- Watershed Restoration Priorities
 - Flood mitigation in Newton and Kings Road is a top priority—daylighting is key.
 - Support restoring salmonid populations to drive improvements in water quality, flow, and habitat.
 - Emphasize wetland restoration for ecosystem diversity and resilience.
- Groundwater & Aquifer Protection
 - Prioritize care for the glacial drumlin aquifer under UVic and Gordon Head.

- Protect other glacial gravel zones like the south slope of Mt. Tolmie to ensure year-round cool water flow to Bowker Creek and beyond.
- Development Concerns
 - Oppose large-scale construction (e.g., 6-storey, 101-unit building on Richmond Rd) that threatens flood risk, tree cover, and neighbourhood character.
- Community & Cultural Engagement
 - Encourage arts-based watershed celebrations (e.g., water-themed parade on Shelbourne & McKenzie).
 - Explore ways to link creek restoration with reconciliation efforts.
- Vision & Values
 - Advocate for a return to natural drainage systems like ditches.
 - Support any approach that leads to less flood risk and greater ecological integrity.

14. What are you most concerned about in Bowker Creek Watershed?

Most participants thought that wildlife habitat loss and water pollution were the greatest concern. Construction and development impacts were the third greatest concern.

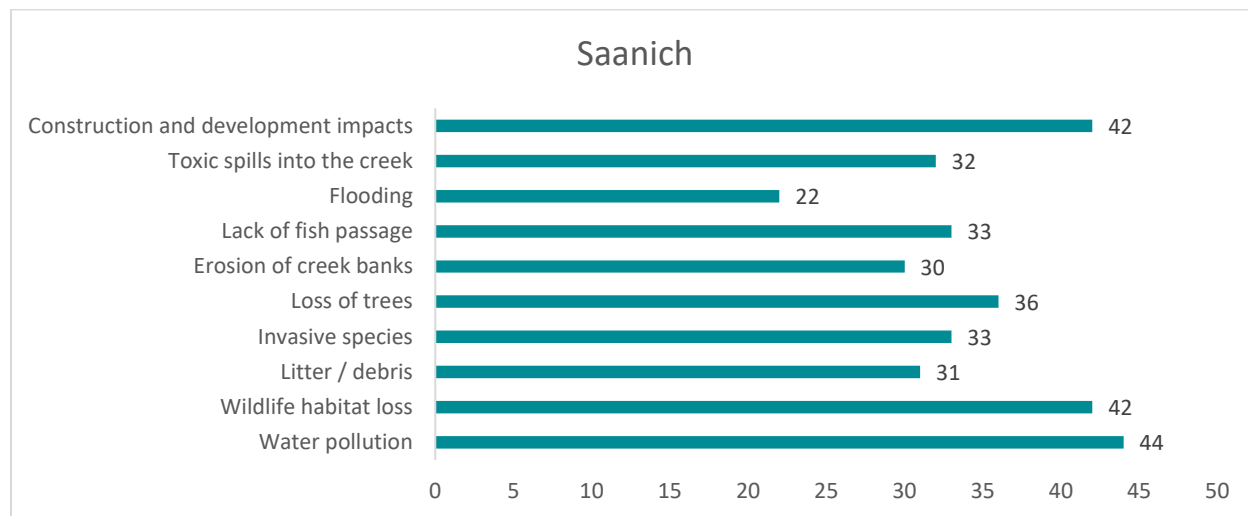


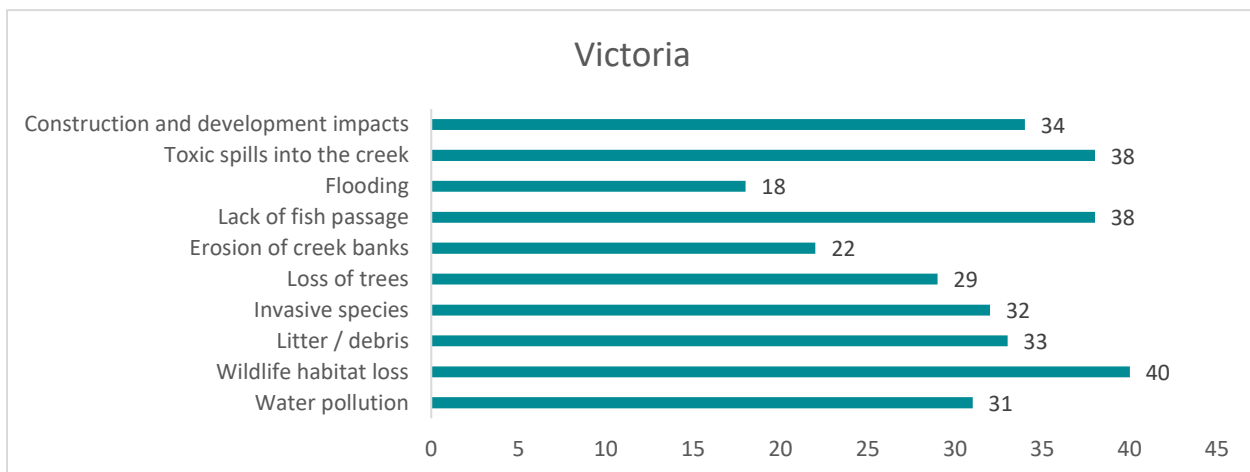
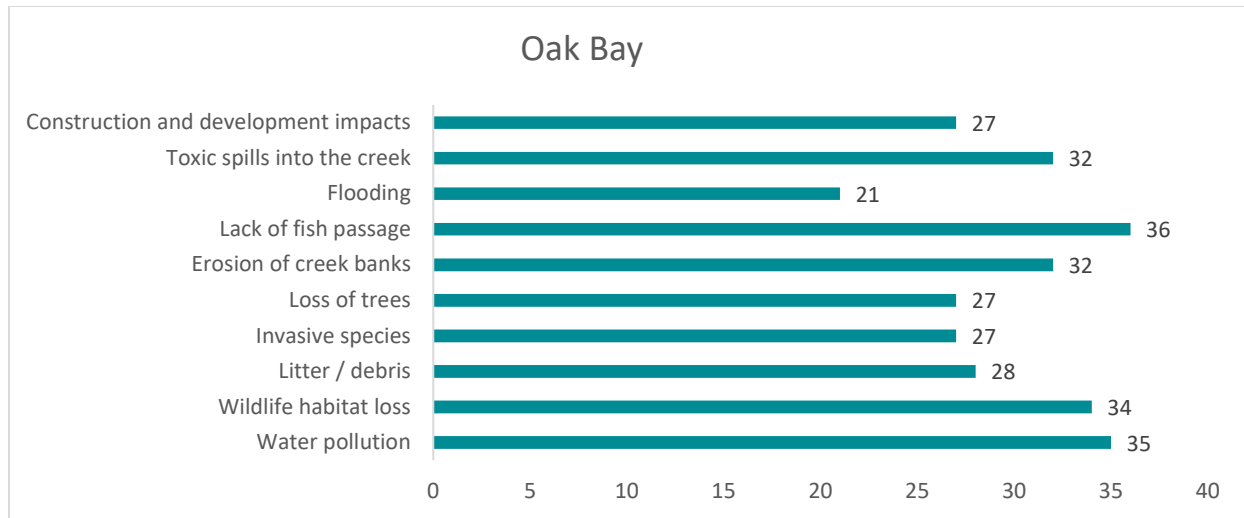
OTHER:

- Environmental & Public Health Concerns
 - Underground pipe access at Pearl and Townley is misused for hiking and camping; the area is being used as a latrine and dumping ground (e.g., microwave debris).
 - Rubber pellets from Oak Bay High's sports fields are entering the creek.
 - Graffiti and vandalism are ongoing issues.
 - Lack of daylighting contributes to neglect and misuse.
- Ecological Restoration Goals

- Hope for the survival and return of introduced salmon.
 - Restore natural water flow and eliminate the “ditch mentality.”
 - Address the rage-and-shrivel flow regime—even out seasonal flow to support a healthy stream ecosystem.
- **Land Use & Infrastructure**
 - Preserve public greenspace near the creek (e.g., Lansdowne South) for flood mitigation and stormwater detention.
 - Oppose development that threatens creek health, such as the proposed 6-storey building on Richmond Rd.
 - Call for maintenance of neglected open sections, especially in Saanich (Trent St & Pearl)
 - Question the lack of Low Impact Development measures in the Shelbourne Street Improvement Project.
- **Community Balance**
 - Concern about loss of dog-walking areas due to increased conservation efforts—seek balance between citizen needs and ecological protection.
- **Engagement & Reconciliation**
 - Support arts-based watershed celebrations, like closing Shelbourne and McKenzie for a water-themed parade.
 - Encourage BCI and stewardship groups to explore creek restoration as a pathway to reconciliation.

Here’s how each municipality responded to Question 11, as shown in the charts below.





15. Is there anything else you would like to share about Bowker Creek or the Bowker Creek watershed?

75 participants shared additional feedback. Below is a summary of the top themes.

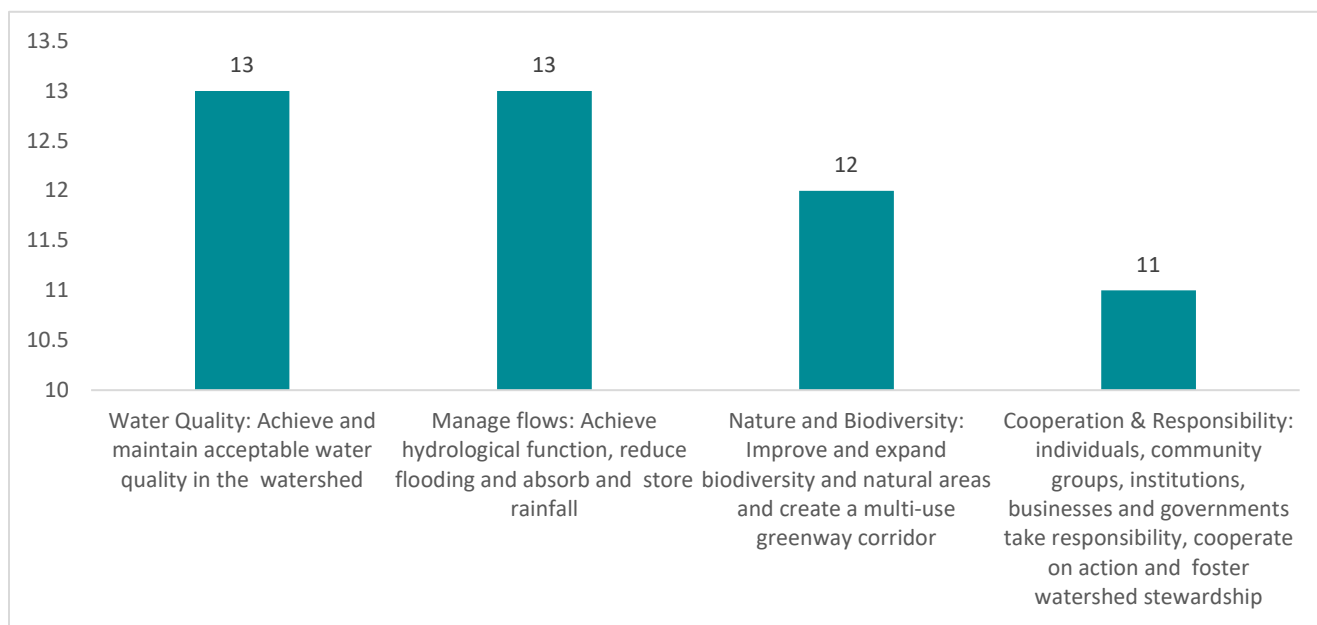
- **Environment**
 - **Daylighting the Creek:** Many Participants expressed a strong desire to daylight Bowker Creek in areas where it is currently buried or channelized. They believe that uncovering these sections would restore the creek to a more natural state, improve the environment, and enhance the aesthetic appeal of the area.
 - **Habitat Restoration:** There is a strong focus on implementing sustainable practices to restore natural habitats within the watershed. This includes creating green corridors, planting native vegetation, removing invasive species, and supporting local wildlife.
 - **Flood Management:** Flooding remains a major concern, especially for long-term residents. Participants emphasized the need for hydrological studies, improved drainage systems, and climate-resilient infrastructure to manage stormwater and prevent damage.
 - **Greenway Connectivity and Urban Integration:** Strong support exists for extending the Bowker Creek Greenway as a continuous “emerald necklace,” connecting Oak Bay to the Shelbourne Valley and regional trails. Interim connections using residential streets are encouraged, independent of daylighting timelines.
- **Governance and Planning**
 - **Protective Policy and Regulation:** Participants called for stronger environmental laws, better enforcement of existing plans (like the Bowker Creek Blueprint), and alignment of development projects with watershed goals.
 - **Governance and Inter-Municipal Collaboration:** There is a call for coordinated action across jurisdictions, with the CRD encouraged to take a leadership role in funding and advancing restoration phases.
 - **Housing, Development, and Community Amenities:** Participants expressed concern about how increased densification intersects with creek stewardship. There’s support for negotiating community benefits through development approvals and offering incentives for sustainable redevelopment.
- **Engagement and Awareness**
 - **Neighbourhood-Level Engagement:** Tailored outreach using signage, story maps, and local events.
 - **Youth and School Engagement:** School-based stewardship programs and educational signage.
 - **Volunteerism and Public Participation:** Encouraging residents to join conservation and planning efforts.
 - **Awareness:** Suggestions include educational signage in high-traffic areas, brochures, online materials, and reframing Bowker Creek as an “inland waterfront” to boost public interest.
- **Ecological and Cultural**

- **Wildlife and Habitat Protection:** Concerns include human and pet interference in sensitive areas, especially where salmon recovery is underway. Suggestions include signage to discourage feeding wildlife and protecting riparian zones.
- **Cultural Recognition and Indigenous Inclusion:** Participants recommended incorporating Indigenous place names and knowledge systems into signage and planning, especially where the creek crosses traditional territories.

Open House

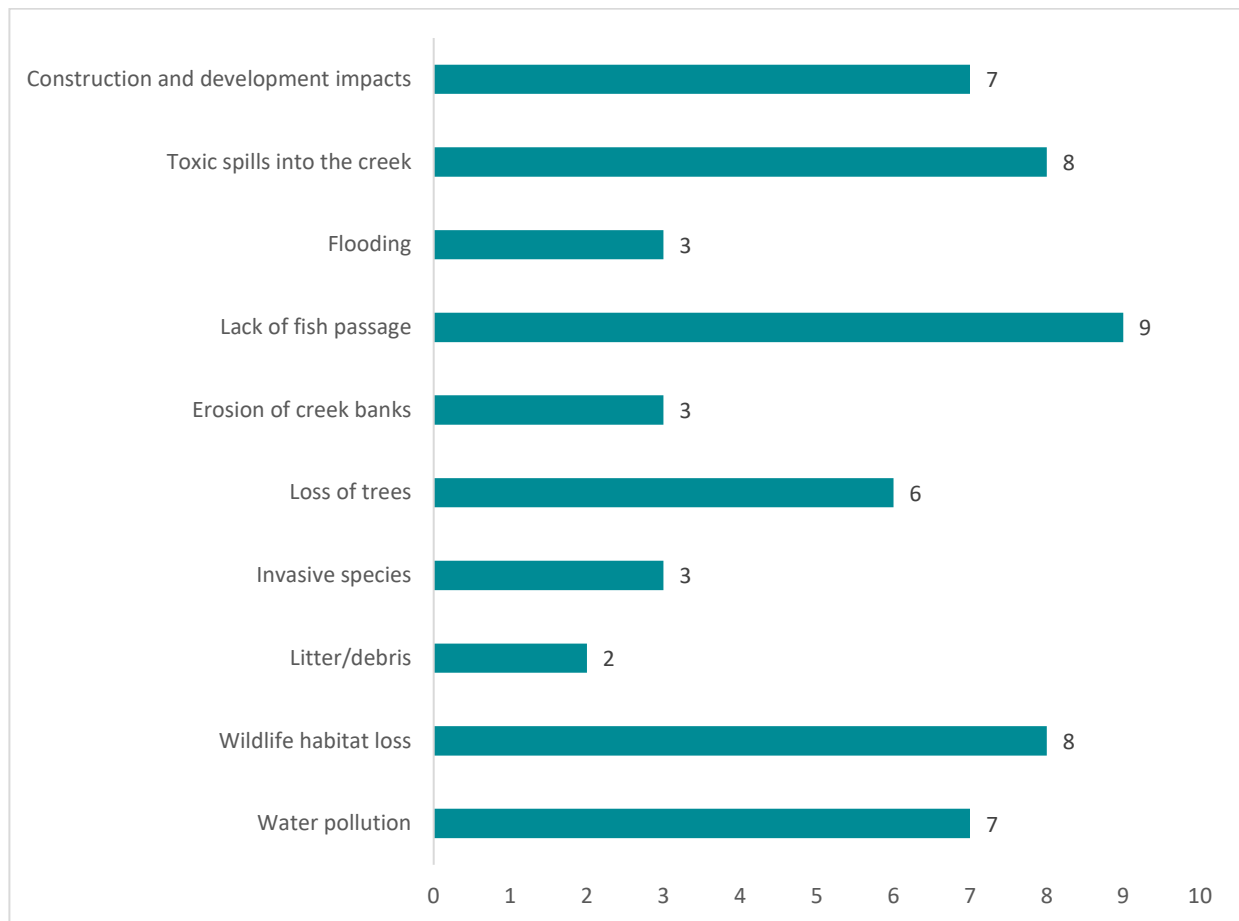
The following section provides an overview of what we heard from the number of participants who attended the open house and the number of participants who attended the online virtual session. Participants had the opportunity to speak with BCI members and respond to questions displayed on feedback boards, which mirrored those in the survey. Their responses are summarized below.

WHICH GOALS FOR BOWKER CREEK WERE IMPORTANT TO THEM.



36 Responses

WHAT ARE YOU MOST CONCERNED ABOUT IN THE BOWKER CREEK WATERSHED?

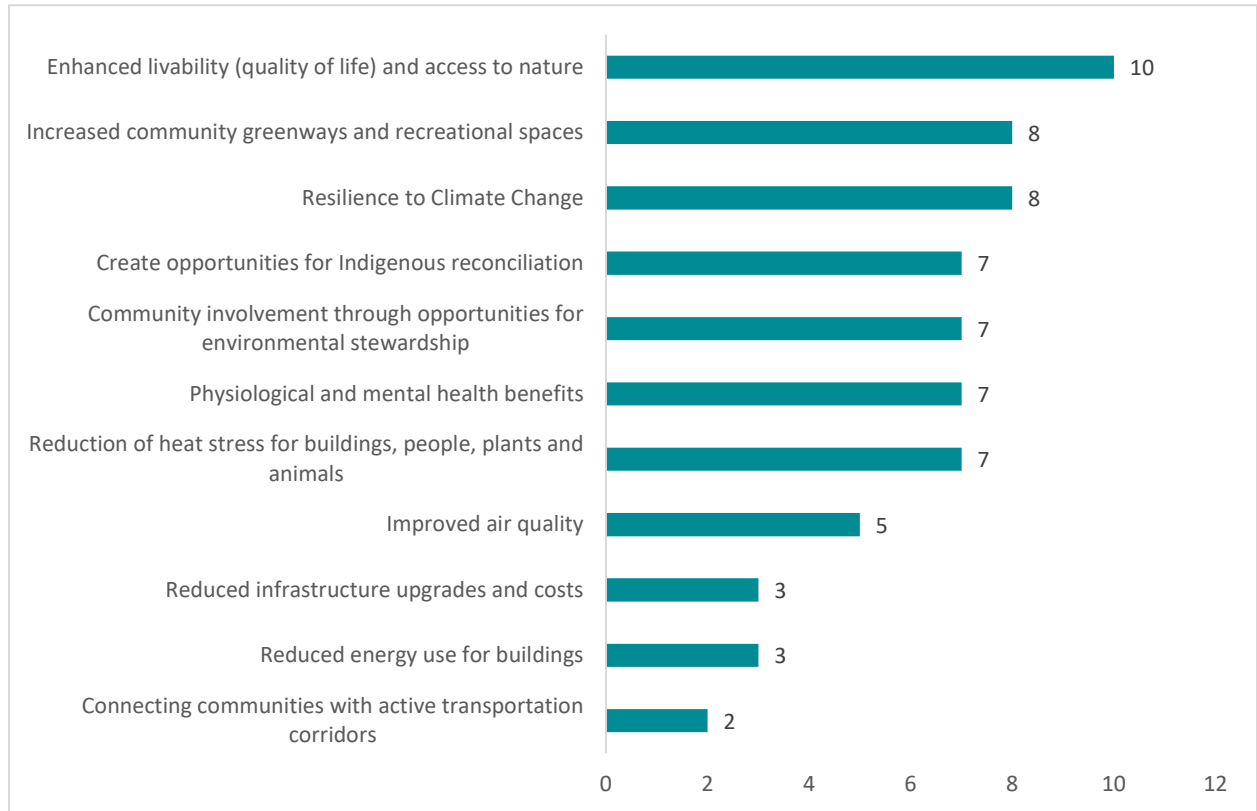


Participants could select more than one option

5 participants shared the following additional feedback:

- Pollution / shedding from artificial turf fields
- Invasive species
- Restoring moderate flow
- Engineering commitment
- Rising sea level

A HEALTHY WATERSHED CAN ACHIEVE OTHER ENVIRONMENTAL, SOCIAL AND ECONOMIC BENEFITS (CO-BENEFITS), WHAT IS IMPORTANT TO YOU?



Participants could select more than one option

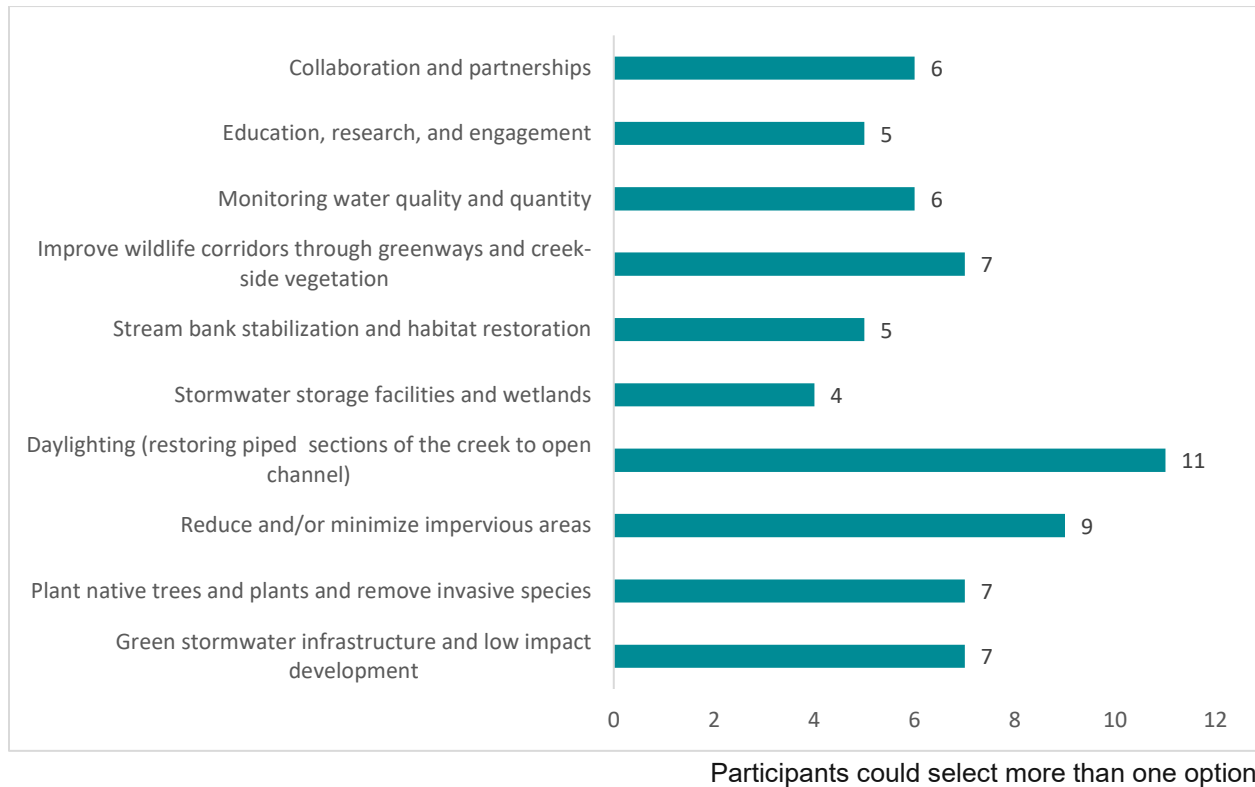
5 participants shared the following additional feedback:

- Restoration of the Bowker Creek estuary
- Unregulated moorage in the estuary
- Bowker Creek empties into the Victoria Harbour Migratory Bird Sanctuary
- Enhanced wildlife corridors
- Rainwater harvesting as a resource rather than a problem
- Fire resistance by daylighting
- Education opportunities using green outdoor classrooms

Benefits of a healthy urban watershed



THERE ARE VARIOUS APPROACHES TO ACHIEVE A HEALTHY WATERSHED, INDICATE WHICH APPROACHES ARE IMPIORTANT TO YOU.



5 participants shared the following additional feedback

- On tree appreciation day arrange planting parties in the municipalities in the watershed
- Care for the groundwater sources
- I think there is tremendous opportunity for youth to animate future visions for restoration using AI
- I'd prefer naturalized stream bed to "channel"
- A modest daylighting demonstration project to show what is possible

MAPPING EXERCISE

Participants were asked to identify items on the map of the Bowker Creek Watershed to the project team. 26 participants shared information with the project team and identified on the map.

Natural Environment & Green Infrastructure

- Beautiful area for people to walk
- I like that it is hidden – feels like a secret place
- Great walking path!
- Need more green spaces
- Expand park for community events
- Potential for more naturalized areas along creek
- More public art installations along creek

Water Management & Environmental Education

- Flooding issues
- Improve drainage system
- Daylighting Bowker Creek would be amazing!
- Potential for educational signage about watershed
- Educational opportunities about local flora and fauna
- Water quality and managing flows are important

Mobility & Transportation

- Add bike lanes along this route
- Increase public transportation options
- High traffic congestion during peak hours
- Install more streetlights for safety
- Repair potholes on main road



Walking Tour

The following section reflects what we heard from a total of 53 participants during two walking tours on June 15, 2025 on the lower section of the watershed and June 17, 2025 on the upper section of the watershed.

LOWER WATERSHED

- **Better management:** Strong community support for improving the management of urban creeks and watersheds.
- **Watershed awareness:** Recognition of how upland activities affect downstream conditions, with Bowker Creek playing a central role in stormwater management.
- **Salmon recovery:** Emphasis on upstream sediment control as critical to downstream salmon habitat restoration.
- **Indigenous history:** Interest in learning more about the Indigenous history of the watershed.
- **Flood mitigation:** Desire to reduce impermeable surfaces to help manage flooding.
- **Knowledge gaps:** Surprise at the number of technical studies already completed.
- **Greenway connectivity:** Need for progress on trail linkages in Oak Bay and Saanich.
- **Planning integration:** Desire for better alignment with current municipal and regional plans.
- **Public education:** Limited awareness of the creek's path and the watershed boundary.
- **Blueprint accountability:** Questions about how the goals and priorities of the Blueprint are being implemented and reflected in decisions.
- **Daylighting opportunities:** Interest in restoring creek visibility at Firefighters Park, Tennis Bubble, Cadboro Bay/Foul Bay Village, and Spirit Garden—concern for delays in implementing.
- **Open stream investment:** Support for investing in sections of the creek which are not culverted, especially in Saanich, which appear neglected.
- **Decision-making transparency:** Calls for clarity on how decisions are made and actions from the Blueprint are prioritized.

UPPER WATERSHED

- **Better management:** Strong support for improving management of urban creeks and watersheds.
- **Community stewardship:** Appreciation for volunteer-led efforts like the Pulling Together team's work in Browning Park, seen as a model for community building.
- **Creek invisibility:** Many residents and decision-makers are unaware of the creek and watershed boundaries due to extensive underground sections.
- **Missed integration:** Concern that the Shelbourne Street Improvement Project lacks visible references to Bowker Creek—seen as a missed opportunity for integration.
- **Local knowledge:** Some residents demonstrated detailed awareness of watershed features (e.g., stormwater mains, wetlands).
- **Pollution concerns:** Frequent turbidity and pollution events likely linked to construction and development; questions raised about sediment control and accountability.

- **Greenway connectivity:** Bowker Creek Greenway is valued, with calls for completing upstream and downstream links—originally part of a 2006 Centennial Trails vision.
- **Blueprint application:** Uncertainty about how the Bowker Creek Blueprint is being used amid increasing land development and densification.
- **Planning alignment:** Ongoing community and local planning (e.g., Shelbourne Corridor Plan, Quadra-McKenzie Plan) prompts questions about responsibility for the alignment of these plans with the Blueprint.
- **Park expansion legacy:** Recognition of Saanich's past acquisition of residential properties to expand Browning Park; interest in securing more natural corridors with increased development and densification.
- **Regional trail links:** Desire to formalize greenway connections between Hillside Centre, Shelbourne/Cedar Hill Village, Shelbourne/McKenzie Centre, Lochside Trail, and UVic.
- **Daylighting decisions:** Interest in understanding how decisions are made about daylighting



**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, JULY 15, 2026**

SUBJECT **Climate Action Strategy 2026-2030**

ISSUE SUMMARY

To present the Capital Regional District's (CRD) renewed Climate Action Strategy to guide the Climate Action and Adaptation Service from 2026 to 2030.

BACKGROUND

From 2021 to 2025, the Climate Action and Adaptation Service has been guided by the 2021 Climate Action Strategy (CAS), created following the CRD Board's declaration of a climate emergency in 2019. Since late 2024, staff have been preparing a renewal of the CAS to guide the service to 2030, including engagement with municipalities. In October 2025, the Board approved updates to the CAS guiding framework including the vision, principles, goals and targets.

The Board also directed that within the renewed CAS, staff clarify the CRD's jurisdiction on greenhouse gas (GHG) reductions, the support role played by the CRD, and the targets and progress of the 13 member municipalities and three electoral areas. Earlier motions from the Board also directed that the renewed CAS include a climate budget and additional opportunities to achieve the regional GHG target.

DISCUSSION

Changing Context

There have been significant recent changes to the climate policy context with implications for the capital region, including the elimination of consumer carbon taxes and adjustments to electric vehicle mandates at the provincial and federal levels, the deepening housing and cost-of-living crisis, economic uncertainty from USA tariffs, and most recently, a sharp rise in fuel prices due to war.

Climate action in British Columbia (BC) is largely enabled and constrained by provincial legislation and jurisdiction. The Province's November 2025 CleanBC Independent Review¹ noted that the provincial climate strategy (CleanBC) was generally found to be working, while making several recommendations for a pragmatic approach in today's context. The review noted the critical role of consumer rebates in driving public adoption of clean technologies and suggests recycling revenues from climate policies into climate action. It also notes that overly ambitious targets can be counterproductive and suggests an alternative approach of tracking leading indicators (such as adoption rates) in addition to lagging indicators like GHG emissions.

The CleanBC Independent Review priorities for action guided the renewal of the CRD's CAS, including making it easier for residents to cut energy bills and GHG's, deepening partnerships with First Nations and local governments, and focusing on delivering effective, achievable and fiscally responsible outcomes.

¹Retrieved from: <https://engage.gov.bc.ca/app/uploads/sites/121/2025/11/CleanBC-Independent-Review-Final-Report-November-2025.pdf>

Progress Summary

CRD staff across multiple services - in collaboration with municipalities - have made continual and precedent-setting progress on the CAS since it was approved in 2021, with 85% of the original 126 sub-actions now complete or operationalized by 2025. Leading initiatives include establishing a new Regional Transportation Service, becoming the first regional government in BC to adopt a Zero Carbon Step Code (ZCSC) in electoral areas and the first to create a regional building benchmarking program, and adding over 164 public electric vehicle chargers to the regional network since 2021. Electrification of over a third of the CRD fleet saved \$104,000 in 2025, and major efficiency upgrades completed or underway at CRD facilities save hundreds of thousands of dollars and hundreds of tonnes of GHG emissions a year. Community GHG emissions are now 11% below 2007 levels despite a growing region – compared to a 6% reduction across BC since 2007 and a 9% increase in Metro Vancouver from 2010 to 2022 – with per capita GHG emissions down 30% in the CRD since 2007.

The current CAS has targets for corporate and community GHG reductions that are summarized in the table below. The renewed CAS includes reviewing the community targets as part of future updates to the Regional Growth Strategy (RGS), and reporting under the renewed CAS will evolve to show how the CRD's actions contribute to achieving the regional targets by introducing new outcome statements and indicators as additional measures of success. The indicators will be reviewed and updated with each annual report to improve reporting over time.

Table 1: Status of Climate Targets

	Corporate	Community
Target	45% below 2007 levels by 2030	61% below 2007 levels by 2038
Status	On track	Off track
CRD Control	Direct: reductions can be projected for specific CRD projects	Indirect: reductions are influenced by many factors beyond the CRD's control

While climate change presents a challenge for the region to adapt and to do our part to reduce emissions, addressing climate change also presents an opportunity to create a more efficient, resilient and affordable region. Electric bicycles (E-bikes) and electric vehicles can save residents thousands of dollars a year on transportation costs, and efficient electric heat pumps can heat homes and buildings for less than the cost of a gas appliance, while providing summertime cooling. Every one dollar invested in preparing infrastructure for climate change saves \$10-15 over its lifetime².

Renewed Climate Action Strategy 2026-2030

The renewed CAS clarifies the CRD's roles and responsibilities, improves progress tracking and reporting, and focuses on clear and specific actions with the highest impact. It also reflects the changing context and establishes a more pragmatic approach to ambitious but achievable climate action.

CRD Role and Strategy

While the CRD does not directly control regional GHG emissions, the renewed CAS focuses on actions where the region can have the greatest influence, such as zero-carbon buildings and

² Canadian Climate Institute, *Damage Control: Reducing Climate Impacts*. Retrieved from: <https://climateinstitute.ca/reports/damage-control/>

electric mobility, and on establishing the enabling conditions for broader climate action. This approach clarifies the CRD's role: to plan, invest in, coordinate, and deliver the infrastructure and programs that enable residents, businesses and municipalities to achieve emissions reductions and improve climate resilience.

The CRD's role, the Board-approved guiding framework, and the changing context all inform the renewed strategy. For climate mitigation, the strategy emphasizes supporting and accelerating the transitions already underway, like heat pump retrofits, electric mobility and electric vehicles. For climate adaptation, the strategy uses a disaster risk reduction approach, which emphasizes the overlap between climate adaptation and emergency management. It also places natural assets and healthy ecosystems across the region as the first line of defence against climate hazards, together with resilient critical infrastructure and connected and empowered community networks.

Key Actions and Workplan

Actions in the renewed CAS are proposed to continue existing high-impact initiatives including the benchmarking program for large existing buildings, the Home Energy Navigator retrofit support program for low-rise homes, installing regional electric vehicle charging infrastructure, convening staff across the CRD with municipalities and mobilizing public climate action, and providing climate data and mapping for the region.

The renewed CAS also introduces new actions that position the CRD to advance a focused set of high-impact initiatives delivering tangible benefits across the capital region. These include accelerating the uptake of low-carbon home retrofits such as heat pumps, expanding and improving low-carbon mobility options through the newly established transportation service, unlocking opportunities to generate renewable energy from CRD facilities and infrastructure, and embedding climate resilience into the design and delivery of core services.

Immediate Actions

In addition to the renewed CAS that will guide the CRD's climate initiatives over the next four years, staff are recommending immediate direction to move forward with two foundational elements that will reinforce and accelerate regional climate action:

- First, advocating for full implementation of the recommendations of the independent CleanBC Independent Review, including continuing the Local Government Climate Action Program, which provides funding to local governments across the province for climate action.
- Second, that revenues from the sale of carbon credits are directed into CRD programs and projects with demonstrated climate benefits. This direction will secure additional funds for climate action and enable the program to accelerate infrastructure delivery and take full advantage of emerging opportunities for climate action without additional requisition increases.

NEXT STEPS

In 2026, staff will continue implementing key initiatives such as the Building Benchmarking Program and the Regional Public Electric Vehicle Charging Network Project and begin new initiatives such as exploring incentive program options for E-bikes and heat pumps. Staff will report back to the Board by Q2 2027 with an annual update and progress report on how the renewed strategy is being implemented.

ALTERNATIVES

Alternative 1

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

- 1) That the Board adopt the renewed Climate Action Strategy attached as Appendix A to guide the Capital Regional District (CRD) Climate Action and Adaptation Service through to 2030;
- 2) That staff be directed to review and report back on regional greenhouse gas reduction target alternatives for inclusion in the next update to the Regional Growth Strategy;
- 3) That the Chair on behalf of the Board send a letter to the Premier of BC and relevant ministers advocating for the full implementation of the recommendations of the CleanBC Independent Review, including continued funding for the Local Government Climate Action Program (LGCAP);
- 4) That staff establish all necessary processes and systems to direct all revenues from the sale of carbon credits – such as those generated under the federal Clean Fuel Regulation and provincial Low Carbon Fuel Standard – into CRD programs and projects aligned with the renewed Climate Action Strategy;
- 5) That staff establish continuous internal processes to seek opportunities that generate carbon credit and renewable energy revenues; and,
- 6) That staff report back on how these carbon credit revenues will be used to accelerate climate action, for the Board's consideration and approval.

Alternative 2

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

IMPLICATIONS

Alignment with Board & Corporate Priorities

Climate action has been a CRD Board priority since 2009, when the Climate Action and Adaptation Service was first established, and is one of the five current 2023-2026 Board priorities. The current CRD Corporate Plan includes four goals and 11 initiatives for climate action, covering goal areas of sustainable and resilient land use, planning and preparedness, low carbon mobility, low carbon and resilient buildings and infrastructure, and community-based greenhouse gas emissions. The renewed CAS sets out a suite of actions to continue progress on climate action through to 2030.

Climate Implications

The renewed CAS is the key guiding document for CRD climate action. While the CRD does not directly regulate or control regional GHG emissions, the actions included will enable significant reductions in regional GHG emissions and - together with action by all other levels of government – have the potential to approach the region's ambitious emissions reduction targets.

Environmental Implications

Climate action has wider environmental benefits beyond decreasing GHG emissions, and the actions in the renewed CAS have the potential to reduce waste, reduce air and water pollution from vehicles, and protect and enhance regional ecosystems.

Financial Implications

Current Funding

The Board-approved CRD Financial Plan includes an annual operating budget of approximately \$2.6 million for the Climate Action and Adaption Service. Historically this has been funded through a mix of requisition, reserves, funding from the provincial LGCAP, and grant contributions from utilities. The service also oversees a capital budget of approximately \$2.7 million over three years for public electric vehicle charging infrastructure, of which 73% (\$2 million) comes from grants from higher levels of governments. The current operating reserve for the Climate Action and Adaptation Service is \$1.5 million, which is used strategically to stabilize requisition impacts in consideration of variable climate program and projects costs over multiple years.

Financial Strategy for Climate Action Strategy Implementation

The updated CAS will be delivered within the CRD's existing Financial Plan and funding framework. The Climate Action and Adaptation Service will continue to leverage external grants, partnerships, and ongoing program reviews to maintain requisition impacts at or near inflationary increases. New initiatives and expanded climate action programs will be supported through reinvestment of revenue generated from carbon credits, including credits associated with renewable natural gas production at Hartland Landfill and electricity supplied through CRD-owned electric vehicle charging infrastructure. This approach enables the CRD to expand climate action efforts while maintaining the current financial plan assumptions and minimizing impacts on requisition-funded services.

First Nations Implications

The actions in the renewed CAS have been developed to consider First Nations engagement responses including the exploration of opportunities to support and coordinate on priority initiatives identified by First Nations such as coastal and ecosystem restoration.

Intergovernmental Implications

Coordinating with and supporting climate action of municipalities and electoral areas is a core part of the renewed CAS and can increase the reach, effectiveness, and consistency of climate action across the region. The renewed CAS also includes advocacy to other levels of government and utilities, whose actions are critical to achieving regional GHG targets.

Regional Growth Strategy Implications

The RGS is an important tool in planning for complete, climate-resilient communities and managing emissions from a growing region. Preparing a CAS was one of the implementation measures noted in the 2018 RGS, and the renewed CAS and the RGS work together to create a lower carbon region. The RGS also includes the regional GHG reduction target. The renewed CAS includes taking action through potential updates to the RGS proposed to take place in 2027-2028 by applying a strong climate lens and reviewing the regional GHG targets.

CONCLUSION

Since 2021, the Capital Regional District (CRD) has made significant progress supporting regional climate action. With the costs of fuel and climate hazards rising, climate action represents an opportunity to support a cleaner, more affordable and resilient region. The renewed Climate Action Strategy, developed with input from member municipalities, continues important existing programs and introduces new opportunities and targeted actions, while clarifying the CRD's role, evolving annual reporting, and creating a strong financial foundation for accelerating climate action. This report renews CRD climate action through to 2030 for a cleaner, more affordable and resilient region, includes previous Board direction, and recommends immediate actions the Board can take to advance climate action.

RECOMMENDATION

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

- 1) That the Board adopt the renewed Climate Action Strategy attached as Appendix A to guide the Capital Regional District (CRD) Climate Action and Adaptation Service through to 2030;
- 2) That staff be directed to review and report back on regional greenhouse gas reduction target alternatives for inclusion in the next update to the Regional Growth Strategy;
- 3) That the Chair on behalf of the Board send a letter to the Premier of BC and relevant ministers advocating for the full implementation of the recommendations of the CleanBC Independent Review, including continued funding for the Local Government Climate Action Program (LGCAP);
- 4) That staff establish all necessary processes and systems to direct all revenues from the sale of carbon credits – such as those generated under the federal Clean Fuel Regulation and provincial Low Carbon Fuel Standard – into CRD programs and projects aligned with the renewed Climate Action Strategy;
- 5) That staff establish continuous internal processes to seek opportunities that generate carbon credit and renewable energy revenues; and,
- 6) That staff report back on how these carbon credit revenues will be used to accelerate climate action, for the Board's consideration and approval.

Submitted by:	Patrick Enright, P.Eng., Manager, Climate Action
Concurrence:	Rory Tooke, PhD, Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Varinia Samosan, CPA, CGA, Acting Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: CRD Climate Action Strategy 2026-2030 (June 2026)
Presentation: Climate Action Strategy 2026-2030

Climate Action Strategy

Renewing climate action for a more affordable and resilient region
2026-2030

June 2026



Making a difference...together

Territorial Acknowledgement

The CRD conducts its business within the Territories of many First Nations, including but not limited to BOKÉĆEN (Pauquachin), MÁLEXEL (Malahat), paaʔčiidʔatx (Pacheedaht), Spuneʼluxutth (Penelekut), Scʼianew (Beecher Bay), Songhees, STÁUTW (Tsawout), TʼSou-ke, WJOLÉEP (Tsartlip), WSIKEM (Tseycum), and xʷsepsum (Esquimalt) Nations, all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



Front Cover:
Aerial view of the Gorge Waterway



Hiking at Sooke Wilderness Trail

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Executive Summary

The Capital Regional District (CRD) is an important leader of regional climate action, and this strategy renews the CRD's role, approach, and proposed actions to continue and accelerate climate action from 2026 to 2030. By working together with municipalities, electoral areas, First Nations, organizations, residents and businesses across the region, the CRD can create a cleaner, more resilient, affordable and livable capital region.

There have been significant changes to the climate policy context since 2021, and the climate crisis has directly impacted the region in recent years. This renewed strategy takes lessons from recent policy research to inform a pragmatic approach to energy security and climate action in today's context, and will make it easier and more affordable for residents to heat their homes and get around, while helping communities to avoid expensive repairs and recovery from climate hazards. It focuses on accelerating progress in the sectors with the greatest emissions reduction potential—buildings and transportation—while strengthening climate resilience across the region.

To emphasize how the CRD contributes to climate action, this renewed strategy groups actions into four roles: to deliver, coordinate, invest in, and plan the infrastructure and programs that enable people across the region to succeed in taking climate action with a combination of continuing and new initiatives.

Continuing high-impact actions include providing climate data and mapping for the region, mobilizing public climate action, providing the building benchmarking program for large existing buildings, convening climate action among municipalities, electoral areas, and First Nations, and installing regional public electric vehicle charging infrastructure.

New high-impact actions that position the CRD to accelerate climate action include increasing the uptake of low-carbon home retrofits such as heat pumps, advocating for expanded support and authority for local government climate action, unlocking opportunities to generate renewable energy from CRD facilities and infrastructure, expanding and improving low-carbon mobility options through the newly established transportation service, and embedding climate resilience into the planning and design of core services.

The implementation timeline provides an overall picture of when planned actions will likely unfold in the coming years, while leaving space for actions to grow and evolve in response to new opportunities and contexts. Reporting on climate progress will add outcomes and impacts as new indicators of success rather than only activity, and reporting will be reviewed and refined annually, beginning in 2027.

The renewed strategy is completed by a series of appendices full of supporting details including: guiding principles (Appendix A); regional, municipal and electoral area emissions inventories (Appendix B and C); full descriptions of each action (Appendix D); indicators (Appendix F); the climate budget (Appendix G); and a summary of the engagement that supported the development of the strategy (Appendix H). Together these resources provide a reference that will serve as a foundation and guide for climate action at the CRD and across the region in the coming years.

Introduction

Background

Addressing climate change is one of the defining issues of the twenty-first century, and how we respond will shape the capital region for generations to come. Climate hazards like extreme heat and rainfall disrupt our lives and livelihoods more often with each decade, while regional ecosystems are under increasing stress. Volatility in the costs of fossil fuels strain household budgets and business plans, while our buildings and vehicles continue to emit climate-changing greenhouse gases (GHGs) every day. Without thoughtful and coordinated action, the costs of climate change to the capital region will continue to mount.

The region has made important progress in responding to climate change in recent years. Municipalities across the region have installed public electric vehicle (EV) chargers and bike lanes, adopted zero carbon codes for new buildings, and supported building and homeowners with retrofits, alongside many other programs. They have also started adapting to climate change by studying hazards, planning for long-term changes, and expanding green spaces that help manage rainwater and extreme heat.

Residents and businesses have continued to switch to electric vehicles and cycling, reducing emissions from on-road transportation in the region 22% below 2007 levels. They have retrofitted away from natural gas and heating oil to electric heat pumps, reducing emissions from buildings in the region 16% below 2007 levels. In a growing region, overall per-capita emissions are down by 30% from 2007.

Addressing climate change also presents an opportunity to create a more efficient, resilient, and affordable region. E-bikes and electric vehicles can save thousands of dollars a year on transportation costs, and efficient electric heat pumps can heat homes and buildings for less than the cost of a gas appliance, while providing summertime cooling. Every dollar invested in preparing infrastructure for climate change saves \$10-15 over its lifetime.¹

Prioritizing nature in climate adaptation can also advance reconciliation, improve quality of life, and increase interconnection with other species and the land.



A Renewed Climate Action Strategy

The Capital Regional District (CRD), through the Climate Action and Adaptation Service and guided by the Climate Action Strategy (2021), has been an important leader of regional climate action. This 2026 strategy outlines the CRD's role, approach, and proposed actions for 2026-2030.

By working together with all levels of government, First Nations, utilities, organizations and community groups, and residents and businesses across the region, we can create a cleaner, more resilient, affordable, and livable capital region.

¹ Canadian Climate Institute, Damage Control: Reducing Climate Impacts. Retrieved from: <https://climateinstitute.ca/reports/damage-control/>



Climate Action at the CRD

What is Climate Action?

Climate action is any effort taken to address climate change and lessen its negative impacts. Climate action usually involves two main concepts that can sometimes overlap:

Climate Mitigation – involves reducing or preventing the emission of GHGs into the atmosphere, such as switching from a gas powered car to an electric one.

Climate Adaptation – is the process of adjusting to the current and future effects of climate change, such as restoring a wetland to help protect against flooding.

Many examples of climate action contribute to both climate mitigation and adaptation. For example, switching from a natural gas furnace to an electric heat pump avoids GHG emissions when heating a home, and also offers cooling to protect from extreme summer heat.

CRD Climate Action and Adaptation Service

Climate action at the CRD is led by the Climate Action and Adaptation Service, a regional service established under Bylaw 3510 in 2009. The Service acts as both a resource and a coordinator for municipalities, citizens and organizations in the capital region interested in taking climate action. This includes the following responsibilities:

- Monitoring and reporting on energy consumption and GHG emissions;
- Collaboration and cooperation with member municipalities on climate action and adaptation; and,
- Information dissemination and public education.

Climate Action Across the CRD

The CRD has over 200 services, infrastructure and financing agreements with municipalities and electoral areas to deliver services at the regional, sub-regional, and local levels, including regional water supply, solid waste management, regional parks, and more. Climate action is embedded across the CRD's more than 200 services and their operations, and this strategy has important connections with other CRD strategic plans, including the Regional Parks Strategic Plan, Regional Water Supply Strategic Plan, Solid Waste Management Plan, Regional Transportation Plan, Regional Growth Strategy, Regional Emergency Management Partnership Strategic Plan, and others.

To improve focus and avoid duplication, this strategy does not cover an exhaustive list of all climate-related activities across all services. It instead focuses on the highest priority actions the CRD can take, led by the Climate Action and Adaptation Service and in coordination with other services.



From Waste to Renewable Energy

The Hartland RNG Facility captures landfill gas produced by decomposing waste and transforms it into Renewable Natural Gas. That gas is then injected directly into the natural gas system, where it helps heat homes and businesses and fuel vehicles across the region with renewable energy. Landfills are among the largest sources of greenhouse gas emissions in most communities, and capturing and repurposing this gas is one of the most meaningful actions the CRD can take to reduce its carbon footprint and support a cleaner future.

Renewable Natural Gas Facility at Hartland Landfill

Role of the CRD in Climate Action

The CRD plays a critical role in climate action in the region: to deliver, coordinate, invest in, and plan the infrastructure and programs that enable residents, businesses, and municipalities to achieve emissions reductions and improve climate resilience. As a regional government, the CRD can coordinate and support action that municipalities or residents can't achieve on their own, including actions that are more efficiently delivered on a regional scale.

To emphasize how the CRD can contribute to climate action, this strategy groups actions into four roles:

- Deliver climate data, programs, outreach, and monitoring and reporting that municipalities and others across the region need to effectively address climate change.
- Coordinate a regional approach to policies, initiatives, and resources with municipalities, First Nations and other regional actors.
- Invest in low carbon and resilient regional infrastructure, either directly or through grants.
- Plan for complete, low carbon communities, healthy ecosystems, and a changing climate.



The CRD's Jurisdiction

Local governments have some authorities delegated from the Province, such as land use, administration of building codes, streets and roads, solid waste, and others. Regional governments have little direct authority and primarily provide services to local governments in the region (except in electoral areas, where they are the local government).

Climate Action Progress (2021-2025)

Climate action has been a CRD Board priority since 2009, when the Climate Action and Adaptation Service was first established. Work to operationalize climate action as part of CRD programs and mandates has increased over time, highlighted by the Board's declaration of a climate emergency in early 2019. CRD staff across multiple services—in collaboration with municipalities—have made continual progress on the Climate Action Strategy since it was approved in 2021, with 85% of the original 126 sub-actions now complete or operationalized by 2025, including notable initiatives such as establishing a new Regional Transportation Service, and becoming the first regional government to adopt Zero Carbon Step Code (ZCSC) in electoral areas.

Appendix B includes a short list of significant highlights from the past five years, representing a small fraction of the many climate actions completed since 2021.

The 2026-2030 Climate Action Strategy

Guiding Framework: Vision, Principles, Goals, and Targets

The guiding framework establishes the vision, principles, goals and targets that guide climate action at the CRD. They inform the actions and how they will be implemented throughout the life of the strategy. These continue from the previous strategy and have been updated to align with the regional growth strategy, use plain language, and clearly reflect the CRD's commitment to reducing community-wide GHG emissions. The full vision, principles, goals, and targets are included in Appendix A, and a summary of engagement with internal CRD staff, municipal staff and elected officials, First Nations, and community climate organizations is detailed in Appendix H.

Equity and Climate Action

Climate change is not just an environmental issue, but a social, economic, and political one. It is the people most marginalized and least responsible for climate change—and often with the least influence in decision making—that often bear the greatest impacts. In the 2021 heat dome in BC, 7.3% of deaths were from the top quintile (least deprived), while 33% of deaths were from the bottom quintile (most deprived). Applying an equity lens to climate action means seeing those most burdened by climate change and considering who benefits from climate action. It is an essential role of all orders of government - including the CRD - to ensure an equity lens is applied to relevant projects and programs.

For example, financial supports can be income-tested to ensure public resources are directed to those who most need them to take action, and climate adaptation programs can be tailored to support those at highest risk from climate hazards. It can also mean considering how climate action supports are distributed across the capital region and ensure it is inclusive and effective across all communities, from urban to rural and everything in between.



Family looks at their home through a thermal camera to detect insulation gaps.

Meeting the Moment

There have been significant changes to the climate policy context since 2021, from the federal and provincial shifts on carbon taxes, EV mandates, and rebates, to the deepening housing and cost-of-living crisis, economic uncertainty from American tariffs, and high variability of fossil fuel costs on the global market.

The climate crisis has also directly impacted the region in recent years. In 2021 alone, the heat dome caused 24 deaths in Greater Victoria, while the November atmospheric river closed the Malahat highway, causing severe disruptions to travel and fuel deliveries to the region.

Faced with these growing challenges, it is more important than ever that we prepare for a changing climate and do our part to rapidly reduce GHG emissions. Changing how we use energy and adapting our region can address these challenges head-on.

Lessons from the CleanBC Review

Climate action in British Columbia (BC) is largely enabled and constrained by provincial legislation and jurisdiction. The Province's November 2025 CleanBC Independent Review² noted that the provincial climate strategy (CleanBC) was generally found to be working, while making several recommendations for a pragmatic approach to energy security and climate action in today's context.

The review's recommendations also guided the renewal of this strategy, in particular the recommendations to accelerate electrification, make it easier for residents to cut energy bills and GHGs, deepen partnerships with First Nations and local governments, and focus on delivering effective, achievable and fiscally responsible outcomes.

"For citizens and businesses, the clean choice must be the easy choice: They need affordable access to efficient technologies like heat pumps and EVs, and support for energy upgrades that cut both climate pollution and energy bills." - CleanBC Independent Review, Page 9

A More Affordable, Resilient Region

Regional climate action can make it easier and more affordable for residents to heat their homes and get around, while helping communities to avoid expensive repairs and recovery from climate hazards.

In BC, a fully electric home using efficient electric heat pumps and EVs can save over \$500 every month in gas and utility bills. These are popular solutions with Canadians who have them—in a recent survey of 3,800 Canadians, 92% of BC respondents said they would recommend a heat pump to friends and neighbours, and nine in ten Canadian EV drivers said they would buy an EV again³. As federal EV rebates returned in February 2026, EV sales in BC reached nearly 18.6%, or nearly one in five new cars sold⁴, and as of 2024 EVs represented 4.6% of all registered vehicles in the capital region.



Heat pump outside family home

² Rising to the Moment – Final Report of the CleanBC Independent Review Panel, 2025. Retrieved from: <https://engage.gov.bc.ca/app/uploads/sites/121/2025/11/CleanBC-Independent-Review-Final-Report-November-2025.pdf>

³ Back in the Race, Clean Energy Canada, 2026. Retrieved from: https://cleanenergycanada.org/wp-content/uploads/2026/04/Report_MyCleanBill2026_V7.pdf

⁴ Business in Vancouver, April 2026. Retrieved from: <https://www.biv.com/news/transportation/bc-zev-sales-surge-36-per-cent-in-february-as-federal-rebates-return-12153090>

Electricity prices in BC are also more stable and predictable than fossil fuels, with the cost of natural gas rising 17.5% in 2025 and 11.1% in 2026, compared to 3.75% for BC Hydro in each of those years⁵.

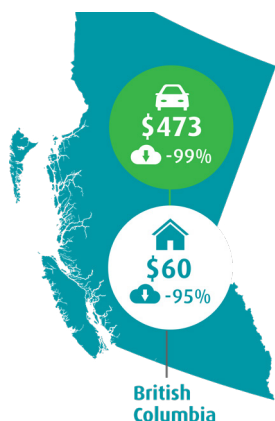


Figure 1: A fully-electrified home in BC can save over \$500/month - (Based on figure from Clean Energy Canada, *Back in the Race*, 2026, p13)



Figure 2: Proactive climate adaptation measures generate \$5 of direct benefits and \$10 of economy-wide benefits for every \$1 spent - (Based on figure from Canadian Climate Institute, *Damage Control*, 2022, p15)

Preparing for climate change now will pay dividends in avoided costs to residents, businesses, and governments. In 2021, severe flooding in southern BC from multiple atmospheric rivers resulted in massive damages, with initial estimates of insured losses at \$450 million and broader estimates reaching billions in damages. On a national scale, climate change impacts are projected to cost Canada's economy \$140 billion in economic losses by 2050⁶. By contrast, every dollar spent today on climate adaptation can avoid up to \$15 in future costs when considering both direct costs from repairing damaged infrastructure and indirect costs to the economy from disruptions such as road delays⁷. Managing and restoring natural assets to better protect communities and infrastructure can also have significant and valuable health, ecosystem, economic, and cultural co-benefits.

Taking climate action as a region will reduce costs and improve long-term affordability for residents and communities now, and for decades to come.



Cyclists in bike lane next to bus

⁵ BC Building Electrification Roadmap, 2026. Retrieved from: <https://engage.gov.bc.ca/app/uploads/sites/121/2025/11/CleanBC-Independent-Review-Final-Report-November-2025.pdf>

⁶ The Cost of Doing Nothing, ICLEI Canada, 2022. Retrieved from: <https://icleicanada.org/wp-content/uploads/2022/11/CODN-Primer.pdf>

⁷ Damage Control, Canadian Climate Institute, 2022. Retrieved from: https://climateinstitute.ca/wp-content/uploads/2022/09/Damage-Control_-EN_0927.pdf

Taking Action

Achieving a more affordable, resilient region requires undertaking climate action both by reducing emissions (mitigation) and adapting to the already changing climate. By combining both mitigation and adaptation approaches to climate action the CRD can maximize impact and benefits across the region using the resources available. Appendix B provides more details on the current emissions profile and anticipated climate projections for the region. Appendix C provides a summary of 2024 municipal absolute emissions and current targets.

Mitigation Approach

The CRD and local governments across the region can make it easier for residents and businesses to reduce their emissions and energy bills. This strategy focuses on putting in place the infrastructure and programs necessary to accelerate the transitions already underway and where the impact is largest, such as the increasing adoption of electric heat pumps, EVs, e-mobility and public transit (*see Actions 1.4, 3.6, and 4.2 respectively, Appendix D*).

As climate solutions become more popular and widely-used, and as friends and neighbours share their experience, the transition can accelerate, meaning well-designed and targeted programs can have an out-sized impact over time.

The CleanBC Independent review panel heard that carefully designed consumer rebates can play a critical role in accelerating adoption of clean solutions. The review emphasizes the importance of rebates and other supports to heat pump adoption, notes the Province's income-tested e-bike rebate program generated new (marginal) e-bike purchases and displaced vehicle use, and that rebates can be funded by recycling revenues from EV charging and carbon credits into climate programs. The review notes that fast and reliable public EV charging can alleviate challenges for EV owners, meaning more public EV charging can accelerate the transition.

This strategy also includes advocating for more support for climate action from other levels of government, and expanding local government authorities (*see Action 2.5, Appendix D*). Local governments in the region have a proven track record of leadership on climate action when given the authority, as proven by wide-spread adoption of the highest level of the Zero Carbon Step Code for new buildings. This model could be replicated for existing buildings with Building Performance Standards, which could build off of the recently launched CRD Building Benchmarking Program, and regulatory authority could compliment other actions to greatly contribute to emissions reductions in the region.



CRD Fleet of light duty electric vehicles parked at their chargers

Taking action to reduce emissions from buildings and light-duty vehicles focuses action on the areas of largest potential, as these are the two largest sources of emissions in the region. Modelling of emissions reductions shows how nearly eliminating emissions from light-duty vehicles and significantly reducing emissions from buildings has the potential to approach the region's ambitious emissions reduction targets. More details on regional and corporate emissions are included in Appendix B.

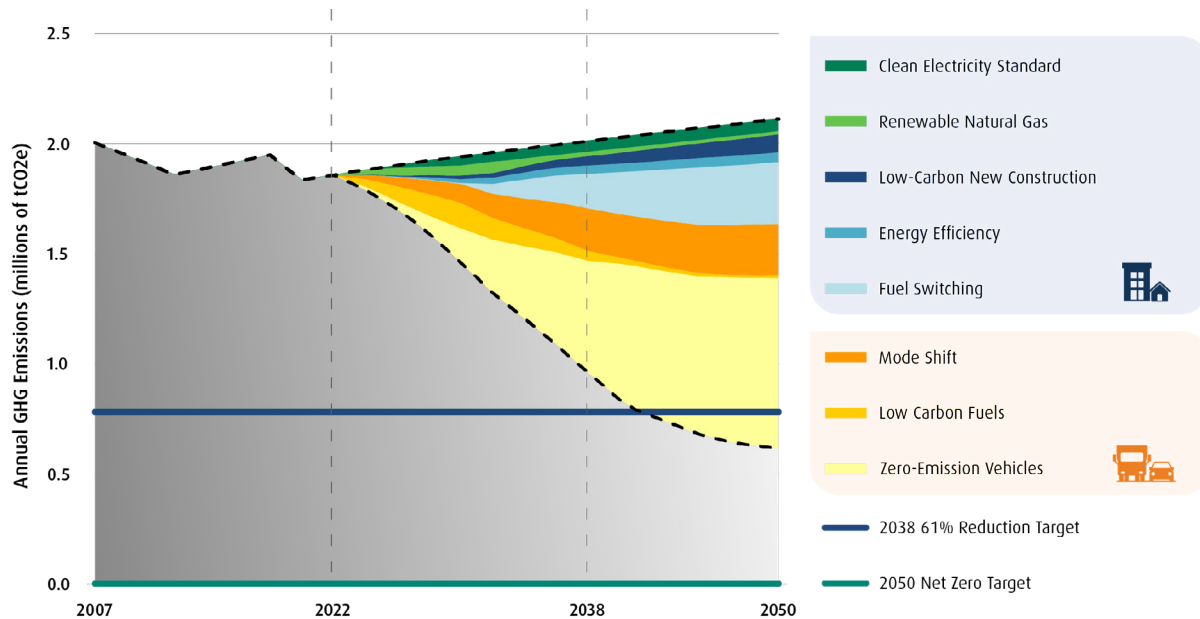


Figure 3: Significant emissions reductions from buildings and vehicles approach regional emissions targets



Coordination with Others:

The success of climate action in the capital region depends on the collaboration and coordination of a diverse range of organizations, including First Nations, utilities, municipal governments, provincial and federal authorities, and community and non-profit organizations. The CRD plays an important role in coordination among these organizations to identify gaps and opportunities, avoid duplication, optimize available resources, and enhance the region's collective capacity for climate action.

Climate community groups listen to a presentation from PEPAKEN HÁUTW - CRD Community Climate Gathering, 2025

Adaptation Approach

Climate action is closely linked with emergency management through climate adaptation and disaster risk reduction, and this creates an opportunity for ongoing collaboration on shared concerns between two important CRD services, as shown in the figure below.

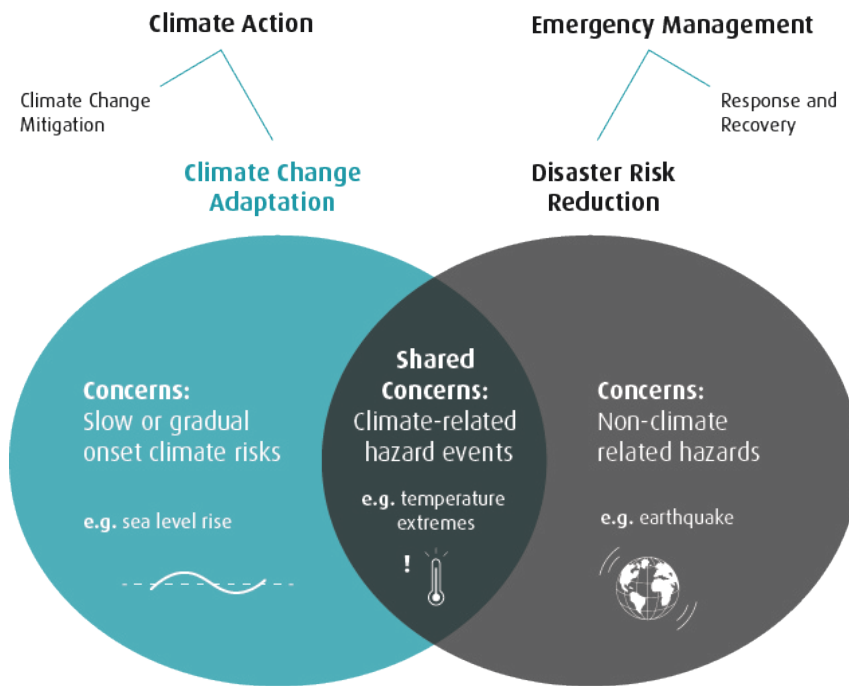


Figure 4: Climate Adaptation and Disaster Risk Reduction

Climate adaptation is also closely linked to protection and restoration of healthy ecosystems. Restoring ecosystems is often the most cost-effective long-term approach to increasing resilience, and can also put into practice principles—including those heard during engagement with First Nations—of reconciliation, interconnectedness, reciprocity, and respect for the rights of others.

The CRD plays a coordination role in adaptation efforts in the region by leveraging data, providing training, managing critical infrastructure and services, and convening and supporting municipalities, electoral areas, and regional interest holders (*see Actions 2.1, and 2.3 Appendix D*). While many adaptation measures are already embedded in CRD operations, there are opportunities to strengthen these efforts in the coming years (*see Actions 3.4, and 4.3, Appendix D*).



Malahat washout during November 2021 extreme rain event (Credit: Emcon Services Inc.)

Key Actions for 2026-2030

The CRD will advance climate action in the coming years with a combination of continuing programs and focused new initiatives. For full descriptions with examples of the kinds of initiatives and activities included in each action and other information about the actions, refer to the table in Appendix D.

This strategy combines four plans in one, including community and corporate-oriented actions for both mitigation and adaptation, as well as actions that are cross-cutting and touch on all these areas of influence and practice. For a table listing actions organized by the four areas of influence and practice, refer to Appendix E.

Continuing **high-impact** initiatives include:

Providing climate data and mapping for the region (Action 1.1)	Providing regional GHG inventories, climate projections, and other data is foundational to the CRD Climate Action and Adaptation Service and climate action across the region, and is highly valued by municipalities.
Mobilizing public climate action (Action 1.2)	Supporting, mobilizing, and empowering the public to take climate action is also essential to the CRD Climate Action and Adaptation Service and climate action across the region, and creates the opportunity to support other CRD goals such as waste reduction, water conservation and emergency preparedness, while climate leadership training in schools grows the next generation of climate leaders across the region.
Providing the building benchmarking program for large existing buildings (Action 1.3)	This recently launched program enables large building owners and managers to understand their energy use, receive support on how to save energy and money, and facilitates compliance with local energy reporting bylaws. It is a critical step in reducing emissions from large existing buildings, and could be expanded in the future to include reduction requirements (i.e. Building Performance Standards) if that authority were provided to local governments.
Convening climate action among municipalities, electoral areas, and First Nations (Action 2.1)	This is also a core action of the Climate Action and Adaptation Service and is critical to regional collaboration on climate policy, programs, planning, grant applications, research, and other initiatives among municipalities, electoral areas, and First Nations. It is highly valued by member municipalities and a model for other regions.
Installing regional public electric vehicle charging infrastructure (Action 3.6)	Expanding access to public EV charging infrastructure is one of the most important actions governments can take to accelerate EV adoption. This flagship CRD climate action program makes use of a large grant from the federal government and has already installed over 164 public EV chargers across the capital region in collaboration with municipalities, with hundreds more to be installed in coming years.

These continuing, high-impact actions are critical to supporting long-term climate action success, and are highlighted with a  icon in this strategy.

This strategy also introduces **new actions** that advance multiple high-impact initiatives. These include:

Accelerating the uptake of low-carbon retrofits, such as heat pumps (Action 1.4):	Continuing and accelerating low-carbon retrofits of existing homes and buildings is critical to rapidly reducing emissions in the region. This action will identify and implement initiatives to accelerate energy efficiency and heat pump retrofits, such as by enhancing the CRD's Home Energy Navigator program that provides free concierge support, offering targeted incentives or other financial supports, or supporting other ways to accelerate heat pump retrofits across the region.
Advocating for climate action and expanded local government authority with other levels of government (Action 2.5):	Support from other levels of government is critical to climate action in the region, and expanding local government authority would enable regulation to compliment other actions to reduce emissions. This action will facilitate advocacy and engagement by staff and elected officials with other levels of government, utilities, and others for stronger climate action and more supports, as well as expanded authority for local governments to regulate emissions from existing buildings.
Unlocking opportunities for energy recovery and renewable energy generation across CRD infrastructure (Action 3.2):	This action will explore and prioritize energy recovery and utilization within CRD's wastewater and solid waste infrastructure, including biogas capture and use, renewable natural gas production, as well as hydraulic turbines, heat recovery, solar energy and energy storage where feasible.
Expanding and improving low-carbon mobility options through the newly established transportation service (Action 4.2):	Transportation is the largest source of emissions in the region, and an important opportunity to improve regional affordability, livability, and resilience while reducing emissions. This action groups transportation actions together to facilitate collaboration with the Regional Transportation Service, and includes developing a new Regional Transportation Plan to establish a regional multi-modal network (RMMN), continuing existing transportation programs, and exploring ways to support e-mobility, such as through a new rebate program.
Embedding climate resilience into the planning and design of core services (Actions 3.4 and 4.3):	Preparing infrastructure for climate change is critical to maintaining regional services and avoiding costly repairs. These actions will integrate climate adaptation into asset management and renewal of CRD buildings, infrastructure, and natural assets, and will coordinate and implement climate adaptation planning across the CRD, such as climate projections and hazard assessments, design standards, and long-term infrastructure and strategic plans.

These new, high-impact actions are critical to accelerating climate action success, and are highlighted with a  icon in this strategy.

Actions Overview

The actions in this strategy are categorized by the four roles the CRD plays in climate action: Deliver, Coordinate, Invest, and Plan. Each role is described below, and all actions are listed, with full descriptions and examples of the kinds of initiatives and activities included in each action provided in Appendix D.

1. Deliver

The CRD delivers climate data, programs, outreach, and monitoring and reporting services for municipalities and the region. These actions are services and programs the CRD creates and delivers to municipalities and the public.



Action 1.1

Create and share regional climate-related data, mapping, monitoring and reporting



Action 1.2

Provide outreach programs, materials and other supports to mobilize climate action among community groups and the public



Action 1.3

Continue providing a regional building benchmarking program for large existing buildings



Action 1.4

Enhance building retrofit support programs to accelerate energy efficiency and heat pump retrofits across the region

Action 1.5

Support regional capacity-building and training programs to implement climate adaptation

2. Coordinate

The CRD coordinates a regional approach to policies, initiatives, and resources. These are actions where the CRD acts as a convener and facilitator of coordinated action among multiple jurisdictional partners, leverages the scope of the region to reduce duplication of work, and increases the capacity of organizations within its boundaries by sharing staff time, resources, and support.



Action 2.1

Convene and coordinate climate action among municipalities, electoral areas, and First Nations

Action 2.2

Support regional climate mitigation initiatives in collaboration with municipalities, electoral areas, and First Nations

Action 2.3

Support regional climate adaptation initiatives in collaboration with municipalities, electoral areas, and First Nations

Action 2.4

Support reconciliation and Indigenous leadership through climate action



Action 2.5

Advocate for expanded authority and supports for regional and municipal climate action

3. Invest

The CRD facilitates investment in low carbon and resilient regional infrastructure, either directly through capital planning or through grants and partnerships. These actions include direct investment in the buildings, vehicles, and infrastructure that provide CRD services, facilitating grant-funded investment in regional public EV infrastructure, and exploring ways to reinvest new climate-related revenues through a climate lens.



Action 3.1	Continue low carbon and energy efficiency retrofits of CRD facilities and infrastructure
Action 3.2	Assess and implement energy recovery and renewable energy solutions across CRD infrastructure
Action 3.3	Continue climate adaptation of CRD facilities, infrastructure, and natural assets
Action 3.4	Continue implementing the EV Ready Fleet Plan and Green Fleet Policy for new CRD vehicles and equipment
Action 3.5	Transition to low carbon fuels for existing CRD vehicles and equipment
Action 3.6	Continue coordinating and funding the Regional Public EV Charger Program, guided by the Regional EV Infrastructure Roadmap
Action 3.7	Expand energy and resource recovery from solid and liquid waste streams, and reinvest value to deliver regional benefits through a climate lens



4. Plan

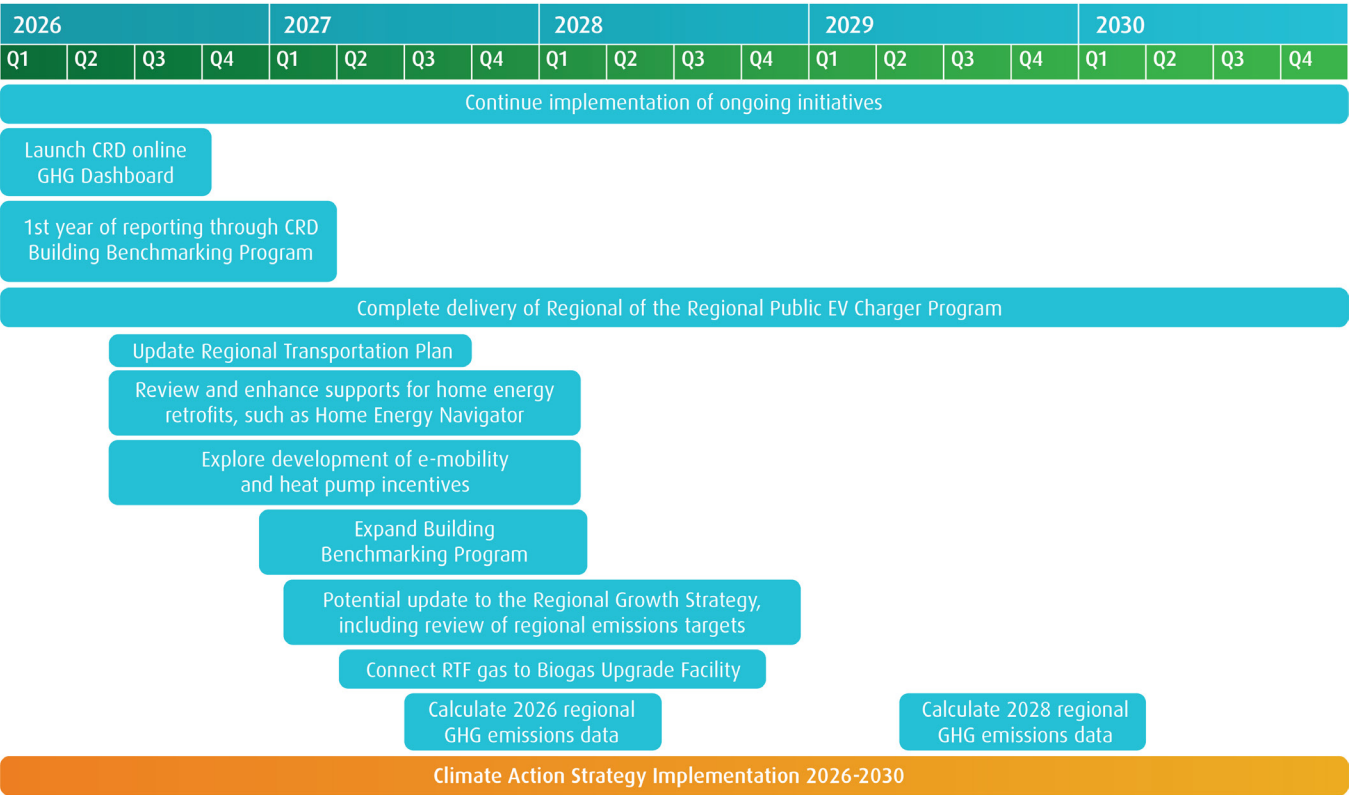
The CRD plans for complete, low carbon communities, healthy ecosystems, and a changing climate. These actions also include the most collaboration between the Climate Action and Adaptation Service and other CRD services, such as the Regional Transportation Service, the Biodiversity Service, Emergency Management, and others, to integrate climate considerations into long-term community planning.



Action 4.1	Support planning for complete, low carbon, and resilient communities
Action 4.2	Develop a new Regional Transportation Plan, and support public, active, shared, and electric transportation options
Action 4.3	Integrate climate adaptation into planning of CRD emergency management, infrastructure, parks and trails, and watersheds
Action 4.4	Support healthy, resilient, and biodiverse regional ecosystems and sustainable local food

Implementation Timeline

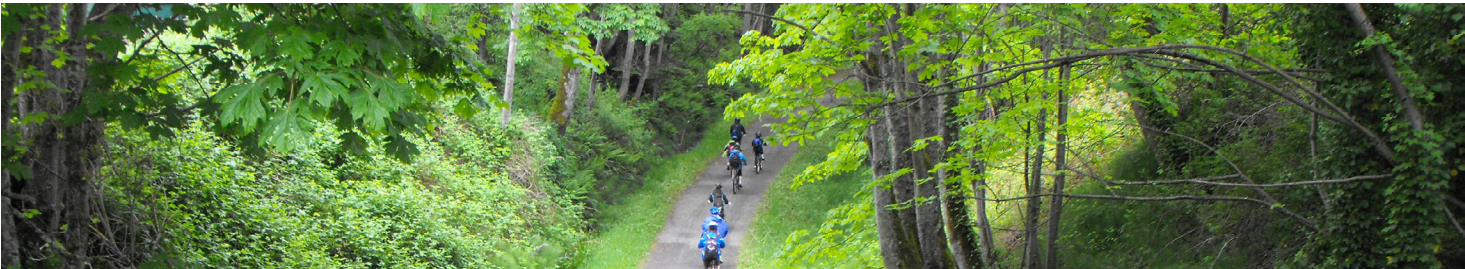
Many of the actions included in this strategy will be carried out on an ongoing basis, and some initiatives will happen over different timeframes. The timeline below gives a preview of when some of the already planned community-oriented initiatives will unfold over the next five years.



Outcomes, Indicators, and Reporting

This updated strategy adjusts how the CRD reports on climate progress, moving to report on outcomes and impacts, rather than only activity. For example, with the CRD’s Public EV Charging Program, reporting will indicate how regional EV charging capacity has improved (outcome), and the resulting estimated regional GHG and fuel cost savings (impact), rather than only the number of EV chargers the CRD has installed (activity).

The indicators may shift over time, and will be re-evaluated for available data and effectiveness with each year’s annual report. Appendix F lists the outcome statements and proposed indicators for outcomes, impact, and activity for all actions. As part of complete climate reporting, a summary of the climate budgeting lens applied to the actions outlined in this strategy, and budget and emissions numbers for specific corporate initiatives, is detailed in Appendix G. Reporting will be reviewed and refined annually, and included in the first annual report under this strategy in 2027.



Cyclists along the Galloping Goose trail

Appendix A: Guiding Framework



Climate Action Vision

In 2038, Capital Regional District residents enjoy a healthy and rewarding quality of life. We have a vital economy, livable communities and steward our environment and natural resources with care. Our choices reflect our commitment to collective action on climate change.

The purpose of the climate action vision statement is to define the Capital Regional District's (CRD) long-term aspirations. This vision statement aligns with the Regional Growth Strategy (RGS 2018), to harmonize the Climate Action vision with the CRD's major planning document, align the vision with CRD's official emission reduction goal, and activate a more compelling vision.

Guiding Principles

The 2026 Climate Action Strategy has six principles that carry forward from the previous strategy. The principles are intended to guide the organization's work under each goal area, and were updated for this strategy to use plain language to improve accessibility, and to emphasize rapid reductions in emissions:

Lead	Act boldly as an organization to rapidly reduce greenhouse gas emissions and increase resilience and lead by example.
Evidence Based Decisions	Base decisions on the best available evidence to ensure actions reduce greenhouse gas emissions or increase resilience, are responsible, and can be adjusted as needed.
Collaborate and Listen	Work together across the region and seek to understand what the community needs.
Work Towards Reconciliation	Further CRD's work towards reconciliation by supporting Indigenous-led climate solutions that are grounded in Indigenous self-determination and shared prosperity, and respecting Indigenous relationships with the land, water, and all beings.
Strive for Climate Equity	Apply an equity, diversity and inclusion lens to climate action so that actions are inclusive and accessible to residents across the region, and particularly support those most vulnerable to the impacts of climate change.
Co-Benefits	Maximize win-wins for greenhouse gas reduction, including energy efficiency, resilience, affordability, health and well-being, and biodiversity.

As heard in consultation from First Nations, underpinning all six principles are also the central tenets of interconnectedness, reciprocity, and respect for the rights of others, both human as well as plant and animal.

Goals

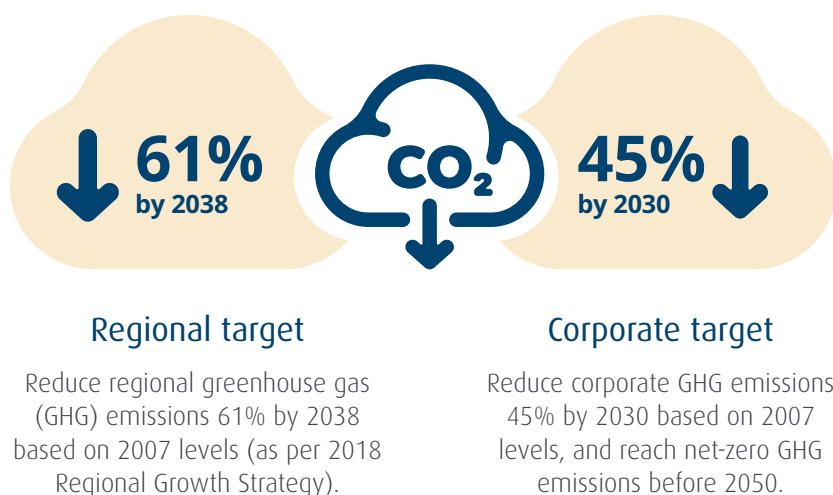
The work the CRD conducts to deliver, coordinate, invest, and plan climate action is all in the pursuit of achieving the overall vision of a resilient and sustainable region. Six goals areas have been defined to help further clarify the ultimate outcomes of this strategy. Each goal area represents an overarching category of work that either directly or indirectly impacts the region's ability to reduce GHG emissions or increase its resilience and adaptive capacity to climate change. By completing the work defined in this strategy, the CRD will advance toward the following goals:

1. **Climate-focused decisions:** Climate action is integrated at all levels of decision making across the organization.
2. **Sustainable and prepared communities:** Support the region's transition to low-carbon, affordable and climate-ready communities.
3. **Low carbon mobility:** Rapidly reduce vehicle GHGs and support more options for active and public transportation and zero emissions transportation options across the region.
4. **Low carbon and resilient buildings and infrastructure:** Accelerate energy efficiency, GHG reductions, and prepare buildings and infrastructure for climate impacts.
5. **Resilient ecosystems and foodlands:** Enhance natural spaces to sustain life, improve water quality, and support climate adaptation.
6. **Waste reduction:** Reduce waste and landfill GHG emissions. Transform remaining waste into a resource.

Emission Reduction Targets

The emission reduction targets included in the 2021 Climate Action Strategy are divided into two targets: one for regional emissions and another for corporate emissions. The regional emissions target is 61% by 2038, as defined by the 2018 Regional Growth Strategy (RGS). This target will be reviewed in future revisions to the Regional Growth Strategy.

The corporate target of 45% by 2030 and net-zero by 2050 is based on global best practices as advised by the Intergovernmental Panel on Climate Change (IPCC).



Appendix B: Regional Climate Action Data and Outlook

Since 2021, the CRD has completed or operationalized 85% of all actions identified in the 2021 Climate Action Strategy, improving how the CRD makes financial decisions, operates its buildings and infrastructure, and shares information. This work has made it easier for residents to access information, improve their homes, charge their vehicles, and get around, setting the CRD and the region on a path to steady and sustainable climate action in the years to come.

Significant highlights from the past five years include:

- Integrating a climate lens into corporate decision-making via staff report guidance and an evaluation framework assessing climate action impacts in corporate strategic planning, service planning and annual reporting;
- Launching the Home Energy Navigator program and supporting over 550 home energy upgrades;
- Launching the CRD Building Benchmarking program to help large building owners understand and reduce energy use, emissions, and costs;
- Becoming the first regional government to adopt Zero Carbon Step Code (ZCSC) Level 3 for Part 9 buildings in electoral areas, and supporting the coordinated, wide-spread adoption of Level 4, the top level, across the region;
- Transitioning the corporate light-duty vehicle fleet to electric and plug-in hybrid vehicles, with 37% of the whole fleet now electric, saving an estimated \$104,000 in 2025;
- Coordinating funding and installation of public EV chargers as part of the EV Charging Roadmap, adding over 164 public EV chargers to the Regional Public EV Network since 2021;
- Establishing a new Regional Transportation Service to consolidate transportation planning and regional trail management across the region;
- Administering the BC Sustainable Energy Association Cool It! Climate Leadership Training Program, delivering 360 workshops in the region since 2021;
- Developing the Capital Region Extreme Heat Information Portal and CRD Emergency Dashboard, helping residents and municipal planners understand regional vulnerability to extreme heat and providing a centralized source for real-time emergency alerts and preparedness resources.

2024 Capital Region Emissions Profile

Every two years the CRD completes a regional energy and emissions inventory of the region's energy consumption and GHG emissions using the Global Protocol Community-Scale GHG Emission Inventories BASIC+ Framework. The framework is the international standard for local government GHG inventorying and reporting and includes:

- on-road transportation (e.g. commuter vehicles);
- buildings
- waste (e.g. landfills);
- off-road transportation;
- agriculture (e.g. fertilizer application);
- industrial production and product use (IPPU).

As a geographic inventory, the GPC BASIC+ framework does not include emissions associated with consumption of consumer products like food and textiles in the region, which are assumed to be included in the emissions of the region in which those items are produced. While the inventory discloses an estimate of emissions associated with land use changes, this number is not included in the calculation of the CRD's GHG emissions reduction target.

In 2025, the CRD completed the regional inventory as well as inventories for all 13 municipalities and 3 electoral areas within its boundaries for the 2024 calendar year⁸. The 2024 inventory indicates that the capital region emitted approximately 1.8 million tonnes of carbon dioxide equivalent (CO₂e). GHG emissions in 2024 were approximately 11% (215,000 tonnes CO₂e) below the 2007 baseline, while on a per capita basis, regional GHG emissions have decreased by 30% since 2007.

In 2026, the CRD published its 2024 GHG inventory through an interactive dashboard providing clear, engaging, and accessible GHG emissions information for local governments and the public.

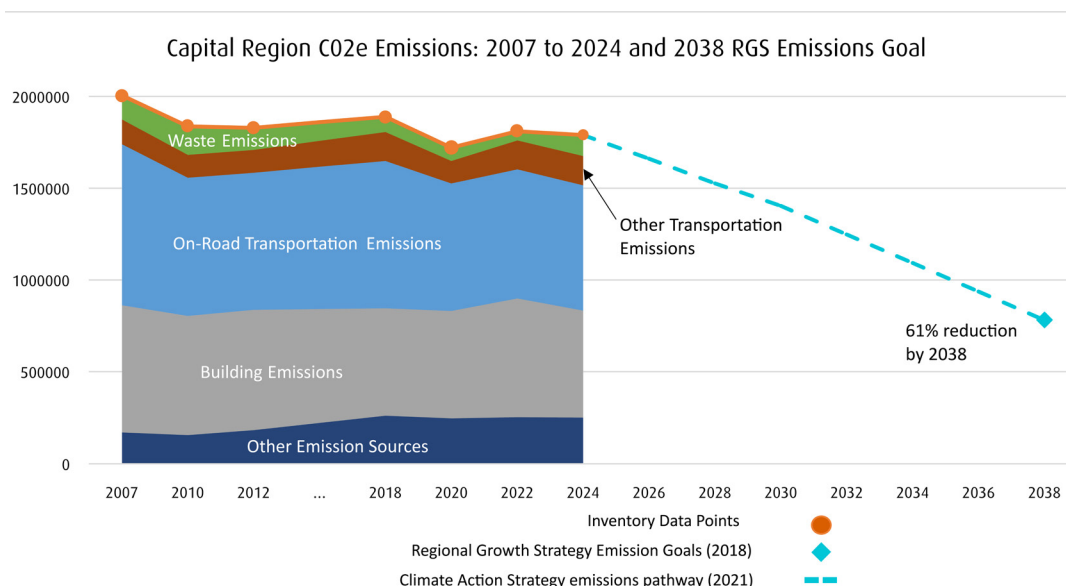


Figure 5: Regional GHG emissions over time

2025 Corporate Emissions Profile

In 2025, the CRD's corporate operations generated 3,432 tCO₂e, with 1,104 tonnes associated with vehicle and equipment use and 2,328 tonnes coming from facilities and infrastructure. Emissions associated with Hartland Landfill, CRHC, and CRHD are not included in this total, as they are excluded from the provincial reporting framework. This represents a 20% increase from 2024 and a 14% increase from the baseline level of emissions from 2007.

Emissions from vehicle and equipment use decreased by 4% in 2025 compared to 2024. This is a result of the increased use and additional procurement of several electric vehicles and the use of e-bikes in CRD operations.

Overall emissions from facilities increased by 36% in 2025 compared to 2024. This is primarily as a result of the emission factor for electricity used from the BC Hydro grid increasing by approximately threefold in 2025 compared to 2024.

While the emission factor of BC Hydro's integrated grid electricity changes from year to year, staff expect any increases to be temporary. The Clean Energy Act requires that electricity supplied to BC's integrated grid is 100% renewable by 2030, and BC Hydro has made significant investments to bring new renewable energy online in the coming years to meet this objective.

⁸ <https://www.crd.ca/news/crd-releases-2024-greenhouse-gas-inventory>

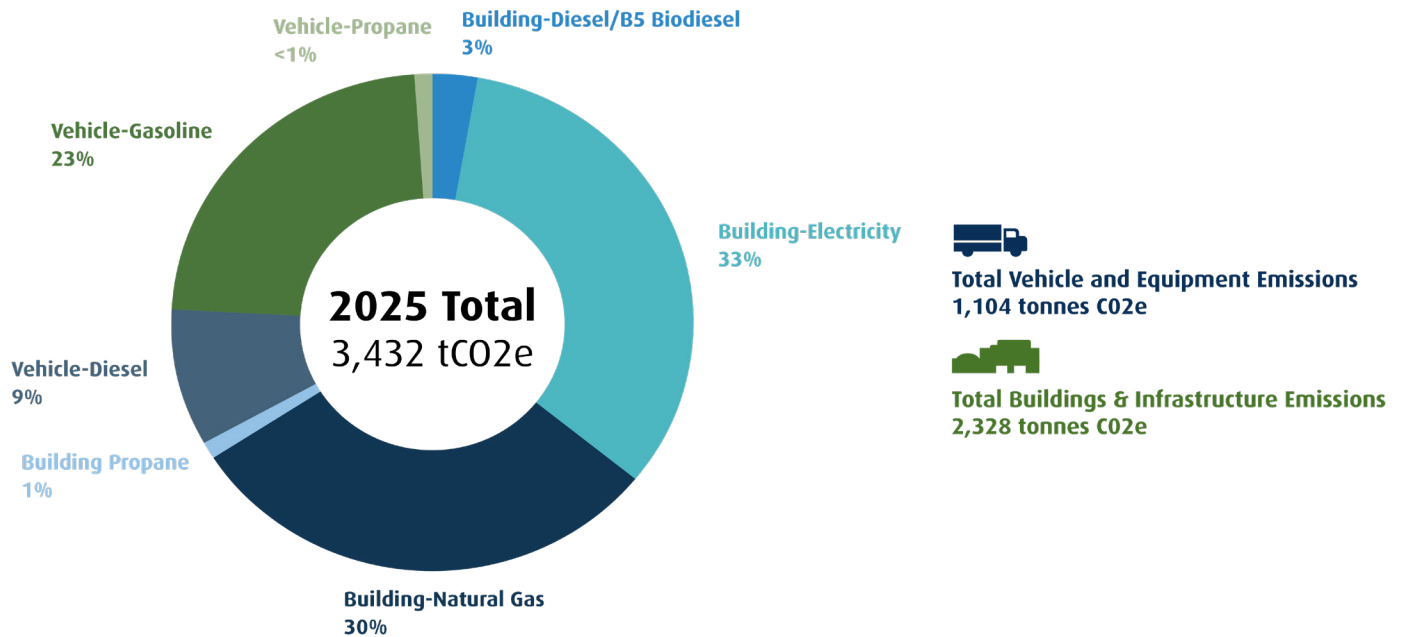


Figure 6: Corporate GHG emissions in 2025

To meet corporate GHG reduction targets, the CRD will prioritize actions addressing the largest GHG emitters in the CRD portfolio and scheduled equipment replacements. To achieve this goal, the CRD will continue to focus on accelerating the following critical actions in upcoming years:

- Light-duty vehicle electrification
- Heat Recovery projects at Panorama Recreation Centre and SEAPARC Recreation Centre
- Electrical efficiency projects at multiple sites
- Saanich Peninsula Wastewater Treatment Plant connection to the district energy shared system
- CRD Fisgard headquarters decarbonization
- Infrastructure and Water Services at 479 Island Highway headquarters decarbonization

Climate Adaptation

The global average temperature has increased by over 1°C in the past 150 years and the impacts on weather patterns are already being felt. Given the region's geographic diversity, climate change will impact different areas in distinct ways, influencing health, infrastructure, water supply, agriculture, ecosystems, and species.

As a result of climate change, modelling indicates that the region will continue to experience:

- Hotter summer temperatures, with more extreme heat days and heatwaves
- Warmer winter temperatures and less frequent frost, with less snowfall in the colder months
- Less rain and more dry days in the summer months
- More precipitation falling in autumn, winter and spring, with longer lasting and more frequent extreme rainfall events
- More extreme and unseasonal weather within and between years, and
- Sea level rise.

These climate impacts and related acute climate-related hazard events will continue to impact built, natural and social systems in the region and surrounding areas, affecting nearly everything communities value and local governments are responsible for. Adaptation is essential to help our communities prepare for and thrive amid change, not just react to disasters. The CRD is well positioned to help the region plan and design for the future climate, delivering co-benefits from improved health and equity to stronger ecosystems, local economics, and social connection.

Community Mobilization

Climate change impacts all aspects of life, from health and infrastructure to the economy and environment. Addressing these challenges demands widespread awareness, preparation, and public support for bold, transformative action.

Mobilizing the community fosters shared responsibility and ensures collective efforts to reduce GHG emissions and build resilience. The CRD is well-positioned to play a strong role in supporting communities in climate action by enhancing existing programs, fostering collaboration and partnerships, and amplifying community driven initiatives. By partnering with residents and community groups, the CRD can better align actions with local needs, promote community participation, and build trust, all essential for advancing a low-carbon, resilient future, and can result in several benefits, including:

- Increased Impact: extends the reach of climate initiatives, accelerating progress
- Building local capacity: educates and connects citizens, fostering social cohesion
- Promoting equity: reaches underrepresented groups and fosters inclusivity, ensuring that climate action benefits everyone
- Ensuring longevity: local ownership of projects encourages long-term public support
- Lowering costs: Reduces government resource demands by empowering residents to implement local actions
- Informing Policy: provides innovative ideas for effective policymaking
- Strengthening trust: fosters trust, ownership, and support for local government climate policies and programs

The CRD is well positioned to provide support to community-led climate action by offering funding, facilitating collaboration, advocacy, and resources to community groups and residents who are leading significant change in their communities.



Climate Adaptation Collaboration Workshop, February 18, 2026

Appendix C: Regional and Municipal GHG Emissions

In October 2025, the CRD Board directed staff to include in the Climate Action Strategy the GHG targets and progress of the 13 member municipalities and three electoral areas. The table below shows absolute GHG emissions by community in 2007 and 2024, the percent reduction between those times, and the reduction targets set by those communities.

Table C-1: Capital Region Tonnes of CO₂e Emissions Absolute

Community	2007	2024	Percent (%) Reduction (2007 to 2024)	Community Reduction Target (from 2007)
Capital Region	2,004,628	1,783,513	11%	61% by 2038
Central Saanich	100,771	99,940	0.8%	45% by 2030, carbon neutral by 2050
Colwood	84,132	84,215	-0.1% (increase)	30% by 2030, 50% per capita, net zero by 2050
Esquimalt	96,206	72,051	25.1%	38% by 2030, net-zero by 2050
Highlands	11,901	14,465	-21.5% (increase)	Carbon neutrality by 2030
Juan de Fuca Electoral Area	63,610	30,104	51.7%	61% by 2038 (regional target)
Langford	137,319	211,697	-54.2% (increase)	N/A
Metchosin	28,165	22,951	18.5%	40% by 2030, net-zero by 2050
North Saanich	65,819	58,530	11.1%	45% by 2040
Oak Bay	90,308	69,795	22.7%	N/A
Saanich	593,359	484,073	18.4%	50% by 2030, net-zero by 2050
Salt Spring Island Electoral Area	50,023	46,785	6.5%	61% by 2038 (regional target)
Sidney	64,104	56,204	12.3%	50% by 2030, net-zero by 2050
Sooke	52,539	62,426	-18.8% (increase)	50% by 2030, net-zero by 2050
Southern Gulf Islands Electoral Area	32,015	28,023	12.5%	61% by 2038 (regional target)
Victoria	483,269	392,117	18.9%	50% by 2030
View Royal	51,087	50,140	1.9%	45% by 2030, 100% by 2050

Table C-2: Capital Region Tonnes of CO2e Emissions Per Capita

Community	2007	2024	Percent (%) Reduction (2007 to 2024)
Capital Region	5.6	3.9	30%
Central Saanich	6.1	5.4	12%
Colwood	5.4	3.9	27%
Esquimalt	5.5	3.8	31%
Highlands	5.4	4.9	8%
Juan de Fuca Electoral Area	13.8	4.9	64%
Langford	5.5	3.8	32%
Metchosin	5.5	4.3	22%
North Saanich	5.9	4.4	25%
Oak Bay	4.8	3.7	24%
Saanich	5.3	3.8	28%
Salt Spring Island Electoral Area	4.9	3.8	23%
Sidney	5.5	4.2	23%
Sooke	5.0	3.6	27%
Southern Gulf Islands Electoral Area	6.2	5.0	20%
Victoria	6.0	3.8	36%
View Royal	5.5	3.9	29%



Cyclists traveling along bike lane, downtown Victoria, BC

Appendix D: 2026-2030 Actions

	Action	Example Activities	Outcome Statement	Goal	Area of Influence and Practice	Key Divisions
	Role 1: Deliver regional climate programs, outreach, data, and monitoring and reporting					
	1.1	Create and share regional climate-related data, mapping, monitoring and reporting	Continue corporate and regional GHG inventory monitoring and reporting and improve access to regional climate-related and planning data, including hazard maps, regional intensity-duration-frequency (IDF) curves, climate projections and studies, policy research, and other inventories.	Improved access to timely, contextually-relevant climate-related data for communities and the public.	Sustainable and Prepared Communities	Cross-cutting Climate Action
	1.2	Provide outreach programs, materials and other supports to mobilize climate action among community groups and the public	Support, mobilize, and empower community groups, businesses and the public to take climate action through public outreach, education, and support programs. These include public outreach and information campaigns, Cool It! Climate Leadership Training in schools, newsletters, community networking events and other resources, and support other CRD goals such as active and sustainable transportation, waste reduction, water conservation, healthy landscapes, resilient neighbourhoods and emergency preparedness.	Increased awareness and participation in climate action among community groups and the public.	Sustainable and Prepared Communities	Cross-cutting Climate Action, Environmental Protection
	1.3	Continue providing a regional building benchmarking program for large existing buildings	Continue the CRD Building Benchmarking Program to enable large building owners and managers to compare and understand their energy use against similar buildings and receive support on how to save energy and money. The program will also facilitate compliance with energy reporting bylaws in participating municipalities and improve their ability to understand and manage energy use and GHG emissions from buildings in the community.	Building owners and managers are enabled to reduce energy use and emissions intensities of large buildings.	Low Carbon and Resilient Buildings and Infrastructure	Community Mitigation Climate Action
	1.4	Enhance building retrofit support programs to accelerate energy efficiency and heat pump retrofits across the region	Identify and implement initiatives to accelerate energy efficiency and heat pump retrofits, in collaboration with utilities, homeowners, installers, realtors, energy advisors and others, such as enhancing the CRD's Home Energy Navigator program that provides free concierge support, offering targeted incentives or other financial supports, contractors and local industry supports, support the expansion of oil removal programs or bylaws, creating commercial retrofit guidance, or supporting other ways to accelerate heat pump retrofits across the region.	Building owners and local industry are enabled to increase energy and heat pump retrofits in the region.	Low Carbon and Resilient Buildings and Infrastructure	Community Mitigation Climate Action
	1.5	Support regional capacity-building and training programs to implement climate adaptation	Continue the Climate Adaptation Capacity Building Initiative to train municipal and regional staff, enhance adaptation planning, build regional collaboration, identify regional climate adaptation priorities, and develop a regional climate adaptation roadmap. Support climate adaptation training and programs such as Green Shores and Fire Smart and explore supports for building community resilience through resilience hubs, training, and micro-grants.	Increased ability for regional communities and organizations to integrate climate adaptation into systems, policies, and plans.	Climate-focused decisions Community Adaptation	Climate Action

	Action	Example Activities	Outcome Statement	Goal	Area of Influence and Practice	Key Divisions
Role 2: Deliver regional climate programs, outreach, data, and monitoring and reporting						
2.1	Convene and coordinate climate action among municipalities, electoral areas, and First Nations	Continue coordinating regional collaboration on climate policy, programs, planning, grant applications, research, and other initiatives among municipalities, electoral areas, and First Nations, by convening the Inter-Municipal Working Group, sharing a monthly newsletter, and leading ad-hoc gatherings as opportunities arise. Examples of collaboration include coordinated advocacy, sharing workplans and identifying overlap, shared development of risk assessments and design guidelines, sharing corporate purchase policies, and coordinated adoption of building codes.	Increased coordination on climate action among municipalities, electoral areas, and First Nations in the region.	Sustainable and Prepared Communities	Cross-cutting	Climate Action
2.2	Support regional climate mitigation initiatives in collaboration with municipalities, electoral areas, and First Nations	Support and coordinate mitigation initiatives led by (or in collaboration with) municipalities, electoral areas, First Nations, and utilities, such as streamlining permits and power efficient design, embodied carbon and construction waste policies, supporting electric landscaping, and active transportation infrastructure and programming. Support initiatives through participation, funding, data, engagement, or other supports, and share outputs through templates, toolkits, or case studies for use by others across the region.	Increased reach, effectiveness, or consistency of local emissions reduction actions for communities across the region.	Sustainable and Prepared Communities	Community Mitigation	Climate Action
2.3	Support regional climate adaptation initiatives in collaboration with municipalities, electoral areas, and First Nations	Support and coordinate adaptation initiatives led by (or in collaboration with) municipalities, electoral areas, First Nations, and utilities, such as coastal flood adaptation planning and risk assessment, measuring overheating in homes, stormwater management guidelines, and managing growth and urban forest. Support initiatives through participation, funding, data, engagement, or other supports, and share outputs through templates, toolkits, or case studies for use by others across the region.	Increased reach, effectiveness, or consistency of local climate adaptation for communities across the region.	Sustainable and Prepared Communities	Community Adaptation	Climate Action, Environmental Protection, Infrastructure and Water Services
2.4	Support reconciliation and Indigenous leadership through climate action	Coordinate climate action with the organizational priorities and plans for reconciliation by providing funding, participation, or other contributions to build capacity and support Indigenous-led climate initiatives such as coordinating on coastal protection, ecosystem restoration, and priority initiatives identified by First Nations.	Indigenous communities are enabled to increase the number, scope, or impact of climate initiatives.	Climate-focused Decisions	Cross-cutting	First Nations Relations, Climate Action
2.5	Advocate for expanded authority and supports for regional and municipal climate action	Facilitate advocacy and engagement by staff and elected officials with other levels of government, utilities, and others for stronger climate action, including rebates for climate solutions, data access, regulatory changes, and more supports and resources for local governments to take climate action, as well as expanded authority for local governments to set standards and regulate emissions from existing buildings and other identified gaps, such as through Building Performance Standards (BPS).	Increased awareness and urgency by other levels of government on the climate action needs of the region.	Climate-focused Decisions	Cross-cutting	Climate Action

Action		Example Activities	Outcome Statement	Goal	Area of Influence and Practice	Key Divisions
Role 3: Invest in low carbon and resilient regional infrastructure						
3.1	Continue low carbon and energy efficiency retrofits of CRD facilities and infrastructure	Continue to identify and implement electrification and efficiency retrofits, including zero emissions heating upgrades at Fisgard and Island Highway offices, connecting waste heat from the District Energy Shared System to the Saanich Peninsula Wastewater Treatment building, energy audits of large CRD infrastructure and buildings, energy efficiency education for staff, and supporting maintenance teams.	Reduced GHG emissions and energy and emissions intensities from CRD facilities and infrastructure.	Low Carbon and Resilient Buildings and Infrastructure	Corporate Mitigation	Climate Action, Infrastructure and Water Services, Regional Parks
3.2	Assess and implement energy recovery and renewable energy solutions across CRD infrastructure	Prioritize energy recovery and utilization within CRD's wastewater and solid waste infrastructure, including biogas capture and use, renewable natural gas production, and other system-level opportunities that reduce emissions, improve operational efficiency, and generate value. Explore additional opportunities such as hydraulic turbines, heat recovery, solar and energy storage where feasible to support resilience and optimize energy use.	Reduced GHG emissions and energy and operating costs from CRD facilities and infrastructure.	Low Carbon and Resilient Buildings and Infrastructure	Corporate Mitigation	Climate Action, Environmental Innovation, Infrastructure and Water Services
3.3	Continue climate adaptation of CRD facilities, infrastructure, and natural assets	Integrate climate adaptation into asset management and renewal of CRD buildings, infrastructure, and natural assets, including regional parks and the Greater Victoria Water Supply Area, prioritizing initiatives that support business continuity and community resilience in the context of increasing climate risks.	Increased climate resilience of CRD facilities, infrastructure, and natural assets.	Low Carbon and Resilient Buildings and Infrastructure	Corporate Adaptation	Emergency Management, Infrastructure and Water Services, Regional Parks, Watershed Protection
3.4	Continue implementing the EV Ready Fleet Plan and Green Fleet Policy for new CRD vehicles and equipment	Continue implementing the EV Ready Fleet Plan to ensure EV chargers continue to be available for electric fleet vehicles. Continue the Green Fleet Policy and update as needed, with the goal of electrifying the light-duty vehicle fleet. Review and update the policy in collaboration with users, and explore use of telematics data, to inform effective continuing implementation.	Increased electrification of CRD vehicles and equipment.	Low Carbon Mobility	Corporate Mitigation	Fleet
3.5	Transition to low carbon fuels for existing CRD vehicles and equipment	Explore options to transition to biofuels for gas- and diesel-powered vehicles and equipment, including a storage and fueling location for CRD vehicles and equipment to receive biofuels.	Increased use of biofuels for CRD vehicles and equipment.	Low Carbon Mobility	Corporate Mitigation	Fleet
3.6	Continue coordinating and funding the Regional Public EV Charger Program, guided by the Regional EV Infrastructure Roadmap	Continue implementing the Capital Region EV Infrastructure Roadmap, including coordinating grant funding, planning and procurement of charger installations, and monitoring usage and performance. Continue collaborating with BC Hydro to further identify viable public fast-charging sites across the region.	Improved access for the public to reliable EV chargers across the region.	Low Carbon Mobility	Community Mitigation	Climate Action

Action		Example Activities	Outcome Statement	Goal	Area of Influence and Practice	Key Divisions
3.7	Expand energy and resource recovery from solid and liquid waste streams, and reinvest value to deliver regional benefits through a climate lens	Maximize resource recovery from solid and liquid waste streams, including landfill gas and wastewater biogas for renewable natural gas production, and evaluate opportunities for additional recovery pathways such as a heat recovery and carbon products. Where appropriate, assess opportunities for carbon credit generation and other value streams, including exploring carbon credits from CRD forested lands, and strategically reinvesting the resulting value to support regional priorities through a climate lens, including infrastructure investment, system optimization, innovation, and other climate actions.	Increased landfill gas capture and production of renewable natural gas from waste.	Minimized Waste	Community Mitigation	Environmental Innovation
Role 4: Plan for complete, low carbon communities, healthy ecosystems, and a changing climate						
4.1	Support planning for complete, low carbon, and resilient communities	Support planning for complete, climate-resilient communities, including a strong climate lens and a review of regional GHG targets in any future update of the Regional Growth Strategy. Identify locations of potential overlap between high growth and waste heat and explore facilitating its potential use.	Residents and businesses are enabled to reduce GHG emissions from transportation.	Low Carbon and Resilient Buildings and Infrastructure	Community Mitigation	Regional Planning
 4.2	Develop a new Regional Transportation Plan, and support public, active, shared, and electric transportation options	Develop a new Regional Transportation Plan to establish a regional multi-modal network (RMMN), which may include a rapid transit network and support for long-term regional transportation mode shift toward walking, rolling, and transit use. Continue existing transportation programs such as sustainable school and community planning and the Regional Trestle Renewal, Trail Widening and Lighting project, and provide updated data and modelling such as the Origin-Destination survey. Explore ways to support e-mobility, including coordination of shared mobility and options for new rebates for e-mobility.	Improved access for the public to public, active, shared, and electric transportation options.	Low Carbon Mobility	Community Mitigation	Regional Transportation
 4.3	Integrate climate adaptation into planning of CRD emergency management, infrastructure, parks and trails, and watersheds	Continue leading a CRD Climate Adaptation Working Group to coordinate and implement climate adaptation across the CRD. Develop and include regional climate projections and hazard assessments in emergency planning for electoral areas, infrastructure planning and design standards, and planning of regional parks and the Greater Victoria Water Supply Area.	Climate hazard and risk are included in planning of CRD emergency management, infrastructure and lands.	Sustainable and Prepared Communities	Corporate Adaptation	Emergency Management, Infrastructure and Water Services, Regional Parks, Watershed Protection, Regional Planning and Transportation

Action	Example Activities	Outcome Statement	Goal	Area of Influence and Practice	Key Divisions
4.4	Support healthy, resilient, and biodiverse regional ecosystems and sustainable local food	Integrate climate adaptation into plans and programs to enhance biodiversity and climate resilience, such as supports for species at risk, habitat restoration, management of invasive species, environmental stewardship, and agriculture pilot projects. Support access to updated climatic and ecosystem data, such as LiDAR data and natural asset inventories.	Increased health, biodiversity, and resilience of regional ecosystems to manage climate hazards.	Ecosystems and Foodlands	Community Adaptation Environmental Protection, Biodiversity Service, Foodlands Access Service, Regional Parks, Watershed Protection

Appendix E: Four Plans in One

The 2026 Climate Action Strategy includes actions that span multiple areas of influence and practice, resulting in a strategic document that combines corporate, community, mitigation, and adaptation lenses. Several actions impact all four of these areas of influence and practice, while others can be categorized into one of the four. This section organizes the actions by area of influence and practice.

	Action	Goal	Key Divisions
	Cross Cutting		
	1.1 Create and share regional climate-related data, mapping, monitoring and reporting	Sustainable and Prepared Communities	Climate Action
	1.2 Provide outreach programs, materials, and other supports to mobilize climate action among community groups and the public	Sustainable and Prepared Communities	Climate Action, Environmental Protection
	2.1 Convene and coordinate climate action among municipalities, electoral areas, and First Nations	Sustainable and Prepared Communities	Climate Action
	2.4 Support reconciliation and Indigenous leadership through climate action	Climate-focused Decisions	First Nations Relations
	2.5 Advocate for expanded authority and supports for regional and municipal climate action	Climate-focused Decisions	Climate Action
	Community Mitigation		
	1.3 Continue providing a regional building benchmarking program for large existing buildings	Low Carbon and Resilient Buildings and Infrastructure	Climate Action
	1.4 Enhance building retrofit support programs to accelerate energy efficiency and heat pump retrofits across the region	Low Carbon and Resilient Buildings and Infrastructure	Climate Action
	2.2 Support regional climate mitigation initiatives in collaboration with municipalities, electoral areas, and First Nations	Sustainable and Prepared Communities	Climate Action
	3.6 Continue coordinating and funding the Regional Public EV Charger Program, guided by the Regional EV Infrastructure Roadmap	Low Carbon Mobility	Climate Action
	3.7 Expand energy and resource recovery from solid and liquid waste streams, and reinvest value to deliver regional benefits through a climate lens	Minimized Waste	Environmental Innovation
	4.1 Support planning for complete, low carbon, and resilient communities	Low Carbon and Resilient Buildings and Infrastructure	Regional Planning



Action		Goal	Key Divisions
4.2	Develop a new Regional Transportation Plan, and support public, active, shared, and electric transportation options	Low Carbon Mobility	Regional Transportation
Community Adaptation			
1.5	Support regional capacity-building and training programs to implement climate adaptation	Climate-focused Decisions	Climate Action
2.3	Support regional climate adaptation initiatives in collaboration with municipalities, electoral areas, and First Nations	Sustainable and Prepared Communities	Climate Action, Environmental Protection, Infrastructure and Water Services
4.4	Support healthy, resilient, and biodiverse regional ecosystems and sustainable local food	Ecosystems and Foodlands	Environmental Protection, Foodlands Access Service, Regional Parks, Watershed Protection
Corporate Mitigation			
3.1	Continue low carbon and energy efficiency retrofits of CRD facilities and infrastructure	Low Carbon and Resilient Buildings and Infrastructure	Climate Action, Infrastructure and Water Services, Regional Parks
3.2	Assess and implement energy recovery and renewable energy solutions across CRD infrastructure	Low Carbon and Resilient Buildings and Infrastructure	Climate Action, Environmental Innovation, Infrastructure and Water Services
3.4	Continue implementing the EV Ready Fleet Plan and Green Fleet Policy for new CRD vehicles and equipment	Low Carbon Mobility	Fleet
3.5	Transition to low carbon fuels for existing CRD vehicles and equipment	Low Carbon Mobility	Fleet
Corporate Adaptation			
3.3	Continue climate adaptation of CRD facilities, infrastructure, and natural assets	Low Carbon and Resilient Buildings and Infrastructure	Protective Services, Infrastructure and Water Services, Regional Parks, Watershed Protection
4.3	Integrate climate adaptation into planning of CRD emergency management, infrastructure, parks and trails, and watersheds	Sustainable and Prepared Communities	Protective Services, Infrastructure and Water Services, Regional Parks, Watershed Protection, Regional Planning and Transportation



Appendix F: Proposed Outcomes and Indicators of Success

This appendix outlines proposed outcome, impact, and activity indicators to be tracked and reported as part of the ongoing monitoring and reporting of climate action success at the CRD. The indicators included below are proposed, and will be reviewed and refined annually, and included as part of the first annual report under the updated strategy in 2027.

	Action	Outcome Statement	Outcome Indicator	Impact Indicators (if any, typically an estimate)	Activity Indicators
	1.1 Create and share regional climate-related data, mapping, monitoring and reporting	Improved access to timely, contextually-relevant climate-related data for communities and the public.	Examples of increased access to climate related data	n/a	Examples of data, maps, and monitoring and reporting delivered by CRD
	1.2 Provide outreach programs, materials and other supports to mobilize climate action among community groups and the public	Increased awareness and participation in climate action among community groups and the public.	Examples of increased awareness and participation	Qualitative: examples of climate action resulting from increased awareness and participation	# of events, participants, newsletter subscribers, climate action to-go kit uses/waitlist, Cool It! Workshops delivered
	1.3 Continue providing a regional building benchmarking program for large existing buildings	Building owners and managers are enabled to reduce energy use and emissions intensities of large buildings.	Energy Use Intensity (EUI) and Greenhouse Gas Intensity (GHGI) of participating buildings % of participants with reduction in EUI and GHGI Average % change in EUI and GHGI among participants % participants reporting taking action to reduce EUI and GHGI due to participation	GHG emissions reduction from participants Estimated energy cost savings from participants (in first year could estimate reductions/savings from 1% reduction in energy use)	% compliance rate of covered buildings # of total buildings covered by the program Total emissions from participating buildings Total energy use from participating buildings
	1.4 Enhance building retrofit support programs to accelerate energy efficiency and heat pump retrofits across the region	Building owners and local industry are enabled to increase energy and heat pump retrofits in the region.	Total number of heat pumps installed in the region % of homes heated with heat pumps vs. gas vs. electric baseboards in the region	Estimated total GHG reduction from participant retrofits Estimated total cost savings from participant retrofits Estimated total cost saved from all installed heat pumps in the region (recommended in CleanBC Review)	# of participants in program # of participants with energy efficiency and heat pump retrofits completed Value of incentives provided # of subsidized participants



	Action	Outcome Statement	Outcome Indicator	Impact Indicators (if any, typically an estimate)	Activity Indicators
1.5	Support regional capacity-building and training programs to implement climate adaptation	Increased ability for regional communities and organizations to integrate climate adaptation into systems, policies, and plans.	TBD: assessment of organizational adoption of climate adaptation Examples of increased organizational capacity for climate adaptation	Learning outcomes of training provided	# of programs and workshops supported by CRD funds/staff time each year # of participants Value of micro-grants delivered
2.1	Convene and coordinate climate action among municipalities, electoral areas, and First Nations	Increased coordination on climate action among municipalities, electoral areas, and First Nations in the region.	Examples of regional coordination on climate action	Outcomes and co-benefits from initiatives convened by the CRD	Examples of convening and coordination by CRD
2.2	Support regional climate mitigation initiatives in collaboration with municipalities, electoral areas, and First Nations	Increased reach, effectiveness, or consistency of local emissions reduction actions for communities across the region.	\$ leveraged from CRD support (\$ and in-kind) Reported examples of increased reach, effectiveness, or consistency due to CRD support	Estimated GHG emissions reduction from programs and regulations supported by CRD Estimated energy cost savings from programs and regulation supported by CRD Examples of regional initiatives where CRD support was critical	\$ value of support funding and in-kind support
2.3	Support regional climate adaptation initiatives in collaboration with municipalities, electoral areas, and First Nations	Increased reach, effectiveness, or consistency of local climate adaptation for communities across the region.	\$ leveraged from CRD support (\$ and in-kind) Reported examples of increased reach, effectiveness, or consistency due to CRD support	Examples of regional initiatives where CRD support was critical	\$ value of support funding and in-kind support
2.4	Support reconciliation and Indigenous leadership through climate action	Indigenous communities are enabled to increase the number, scope, or impact of climate initiatives.	Examples of Indigenous-led climate initiatives where CRD support was critical	Outcomes and co-benefits from Indigenous-led climate initiatives with CRD support	\$ value of support funding and in-kind support
2.5	Advocate for expanded authority and supports for regional and municipal climate action	Increased awareness and urgency by other levels of government on the climate action needs of the region.	Examples of action resulting from or related to CRD advocacy efforts	n/a	Examples of advocacy letters, coordinated campaigns, engagements, and major meetings



Action		Outcome Statement	Outcome Indicator	Impact Indicators (if any, typically an estimate)	Activity Indicators
3.1	Continue low carbon and energy efficiency retrofits of CRD facilities and infrastructure	Reduced GHG emissions and energy and emissions intensities from CRD facilities and infrastructure.	GHG emissions from CRD facilities and infrastructure	Estimated GHG emissions reduction	Projects or studies completed
			EUI and GHGI of CRD facilities	Estimated energy cost savings	
			kWh/ML for CRD water systems		
3.2	Assess and implement energy recovery and renewable energy solutions across CRD infrastructure	Reduced GHG emissions and energy and operating costs from CRD facilities and infrastructure.	GHG emissions from CRD facilities and infrastructure	Estimated energy generated	Projects or studies completed
			Energy costs from CRD facilities and infrastructure	Estimated operating cost savings	
			Energy generated from CRD facilities and infrastructure	Estimated GHG emissions reduction	
3.3	Continue climate adaptation of CRD facilities, infrastructure, and natural assets	Increased climate resilience of CRD facilities, infrastructure, and natural assets.	TBD: assessment of climate adaptation readiness of CRD assets	Estimated repair costs avoided from CRD investments in climate adaptation	\$ investment on climate adaptation infrastructure Examples of climate adapted renewal of CRD assets
			Examples of climate adapted renewal of CRD assets		
3.4	Continue implementing the EV Ready Fleet Plan and Green Fleet Policy for new CRD vehicles and equipment	Increased electrification of CRD vehicles and equipment.	% of CRD fleet light-duty vehicles (LDV) that are electric	Estimated GHGs avoided by adding EVs to fleet	# EVs added to the fleet
			% of CRD small equipment that is electric	Estimated cost savings by adding EVs to fleet	
3.5	Transition to low carbon fuels for existing CRD vehicles and equipment	Increased use of biofuels for CRD vehicles and equipment.	% of CRD fuel use that is biofuels	Estimated GHGs avoided by using biofuels	Litres of biofuel used
3.6	Continue coordinating and funding the Regional Public EV Charger Program, guided by the Regional EV Infrastructure Roadmap	Improved access for the public to reliable EV chargers across the region.	% implementation of EV Roadmap	Estimated GHGs avoided by charging at CRD EV chargers	# of public EV chargers installed/operated by CRD
			Ratio of public EV chargers to EVs (total for the region and by municipality)	Estimated costs saved by charging at CRD EV chargers	# of public EV chargers in the region
			Number of public EV chargers in the region and in each municipality		
			% of population within X-minutes of public EV charging		



	Action	Outcome Statement	Outcome Indicator	Impact Indicators (if any, typically an estimate)	Activity Indicators
	3.7	Expand energy and resource recovery from solid and liquid waste streams, and reinvest value to deliver regional benefits through a climate lens	Increased landfill gas capture and production of renewable natural gas from waste.	% landfill gas capture efficiency	Estimated GHGs reduced by renewable gas capture and transfer % landfill gas captured Tonnes of renewable natural gas created
	4.1	Support planning for complete, low carbon, and resilient communities	Residents and businesses are enabled to reduce GHG emissions from transportation.	Number of net new dwelling units in areas where more than 42% walk/bike/bus to work (from RGS Indicators) New active transportation infrastructure (e.g. kilometres of All Ages and Abilities bike lanes)	Estimated GHGs reductions enabled through planning for complete communities Examples of delivery of regional plans, programs, and projects.
≡	4.2	Develop a new Regional Transportation Plan, and support public, active, shared, and electric transportation options	Improved access for the public to public, active, shared, and electric transportation options.	% of total trips made by walking, cycling and transit in Growth Management Planning Area (GMPA) (from RGS Indicators) % regional mode share Vehicle kilometres travelled (VKT)	Estimated GHGs reductions enabled through transportation planning and programs. Examples of delivery of transportation plans, programs, and projects.
≡	4.3	Integrate climate adaptation into planning of CRD emergency management, infrastructure, parks and trails, and watersheds	Climate hazard and risk are included in planning of CRD emergency management, infrastructure and lands.	Assessment of organizational climate planning Examples of inclusion of climate adaptation into planning	n/a Examples of inclusion of climate adaptation planning
	4.4	Support healthy, resilient, and biodiverse regional ecosystems and sustainable local food	Increased health, biodiversity, and resilience of regional ecosystems to manage climate hazards.	Assessment of health, biodiversity, or resilience of natural assets and ecosystems Examples of increased health, biodiversity, and resilience to manage climate hazards among regional natural assets and ecosystems.	Estimated ecosystem improvements enabled through biodiversity planning and programs. Examples of delivery of biodiversity plans, programs, and projects.

Appendix G: Climate Budget

In October 2024, the CRD Board directed climate action staff to use climate budgeting approaches in the next climate planning cycle. Climate budgeting integrates climate considerations into the financial budget of an organization. Each climate action is linked to an estimated emissions reduction and funding approach to illustrate the costs required to achieve the targeted emission reductions.

The CRD now incorporates a climate lens into all Initiative Business Cases (IBCs) and capital planning—the internal process the CRD uses to decide which new initiatives to fund—giving weight to initiatives that contribute to GHG reductions and climate adaptation. The corporate carbon price policy requires life-cycle costing and an internal carbon price be applied in decision-making on capital assets.

The tables below show the projects and programs supported or provided by the CRD Climate Action and Adaptation Service. Each program is funded through a combination of either the Climate Action Service's or other CRD services' operational or capital budgets, and leveraged grant funds. As climate budgeting experience grows, future iterations of the climate budget may adjust or add to this approach, such as including climate-related programs provided by other services.

In addition to operating and reserve funds, and capital funding from other services, the Climate Action and Adaptation Service has successfully secured significant external grant funding to support climate action and other CRD services in implementing key climate and energy initiatives. This includes approximately \$3.2 million in confirmed grant funding for projects completed in 2025 or currently underway.



Leveraged Funding: Estimated at 7:1

While not all relevant data is available, since 2021, CRD staff estimate that climate-related initiatives and programs have leveraged nearly \$6M in grants received by the CRD, \$5.1M in grants received by project partners, \$1.8M in external partner investment, and \$7.3M in induced investment from program participants, for a total of nearly \$20.3M in leveraged funding and investment on approximately \$2.9M in CRD investment and in-kind support, for an estimated leveraged funding ratio of 7:1 on CRD climate action.

Corporate GHG Reduction Projects

The projects shown below have largely been integrated into regular asset end-of-life planning, and the budgets shown are not indicative of the cost of carbon reductions alone. In some cases the low carbon choice is the default and lowest cost design choice for building or equipment renewals, while in others it is subject to life-cycle cost assessment and internal carbon price, as set out in the CRD carbon price policy.

Table G-1: Corporate GHG Reduction Projects

Community	Estimated GHG Reductions (tCO ₂ e/yr)	% of 2025 CRD Emissions*	CRD Budget	Included in Financial Plan
Light Duty Vehicle Fleet Electrification (Green Fleet Policy)	232	7%	N/A	Y
Light Duty Vehicle Fleet EV Charging (EV Ready Fleet Policy)	N/A	N/A	\$3.6M	Partial
Heat Recovery at Panorama Recreation Centre	231	7%	\$4.0M	Y
Heat Recovery at SEAPARC Recreation Centre	120	3.5%	\$2.2M	Y
Saanich Peninsula WWTP connection to District Energy System (DES)	140	4%	\$1.2M	Partial
Fisgard Headquarters Decarbonization	100	3%	\$2.6M	Y
Salt Spring Island Multispace Decarbonization	50	1.5%	\$0.5M	Y

* Note: 2025 Corporate GHG emissions total was 3,432 tonnes CO₂e/yr

Community Programs

These programs are delivered by the Climate Action and Adaptation Service, among others that focus on climate adaptation and community outreach, and draw funding from a combination of operating funds and grant funding.

Table G-2: Corporate GHG Reduction Projects

Community	Estimated GHG Reductions (tCO ₂ e/yr)	% of 2025 CRD Emissions*	CRD Budget	Included in Financial Plan
Home Energy Navigator Program	Residential Buildings: 222,592	12%	\$0.3M/yr	Y
Building Benchmarking Program	Residential & Commercial Buildings: 466,835	26%	\$0.3M/yr	Y
Public EV Charging Program	Light Duty Vehicles: 572,601	32%	\$2.7M	Y

* Note: 2024 Regional GHG emissions total was 1.8M tonnes CO₂e/yr

Appendix H: Engagement Summary

During the course of developing the Climate Action Strategy, engagement was conducted with internal staff across various CRD service areas, municipal staff and elected officials, First Nations, and community groups. Across all engagement streams, feedback was collected through workshops, meetings, interviews, and correspondence, ensuring the 2026 Climate Action Strategy reflects a broad range of perspectives and is grounded in operational realities, regional priorities, and community needs. A summary of how each group was engaged, what was heard, and how this information was used to shape the Climate Action Strategy is outlined below.

Internal CRD Staff

Internal engagement was conducted through workshops and one-on-one meetings with project and management level staff across all relevant service areas, including Facilities Management, Fleet, Finance, Protectives Services, Regional Planning and Transportation, Regional Parks, Environmental Protection, Drinking Water Supply, Wastewater Management, Watershed Protection, First Nations Relations, Health and Capital Planning, Regional Housing, and Environmental Resource Management. Five group workshops, five one-on-one interviews, and three email reviews providing feedback were provided as part of engagement with internal CRD staff for the development of this strategy.

What was heard:

Staff reviewed the actions and priorities outlined in the 2021 Climate Action Strategy and identified next steps, gaps, and opportunities for improvement. They also provided input on the level of operational readiness for advancing climate action within their respective service areas. Staff identified linkages with strategic priorities within their service area and climate action, provided feedback on timelines of key projects, and communicated upcoming planned work to help reduce duplication and ensure efficient use of resources.

How the CRD Climate Action and Adaptation Service used this information:

This input informed the refinement of actions, ensuring they are realistic, aligned with divisional service mandates, and responsive to operational constraints and opportunities across service areas.

First Nations

The CRD sought both written and verbal feedback from nine local First Nations via engagement letters on the development of the strategy's vision, guiding principles, and goal areas.

What was heard:

First Nations emphasized the importance of relationships with nature, other living beings, and the interconnectedness of physical and spiritual worlds. Key principles included respect for the rights of all living things and reciprocity. Concerns were raised about coastal erosion and sea-level rise impacting cultural sites, as well as broader issues related to population growth and land-use change. Nations also expressed strong interest in meaningful collaboration and ongoing involvement in climate action initiatives.

How the CRD Climate Action and Adaptation Service used this information:

These perspectives were incorporated into the strategy's guiding principles, with interconnectedness, respect and reciprocity identified as core tenets. The CRD also included priority actions to support Indigenous-led climate initiatives and committed to ongoing collaboration and coordination with First Nations throughout implementation of this Strategy.

Community Organizations

The CRD conducted interviews with twenty local climate-focused community organizations to better understand their experiences in mobilizing community action.

What was heard:

Organizations highlighted the need for increased regional funding and expanded educational resources to support community-led initiatives. They expressed strong interest in improved collaboration and networking opportunities with local governments and emphasized the importance of reaching broader and more diverse audiences, including youth, Indigenous communities, and underrepresented groups. Participants also noted the need for clear, consistent, and accessible climate messaging, as well as practical outreach tools that connect climate action to daily life.

How the CRD Climate Action and Adaptation Service used this information:

This feedback informed priority actions related to community programming, outreach, and education, with a focus on strengthening partnerships, improving accessibility of resources, and enhancing the CRD's role in regional coordination and advocacy.

Municipal Staff (Climate Action Inter-Municipal Working Group)

Municipal staff participated through regular quarterly meetings of the Climate Action Inter-Municipal Working Group, where facilitated discussions focused on reviewing the strategy's vision, goals, principles, and priority actions.

What was heard:

Municipal staff emphasized the importance of knowledge sharing, regional collaboration, policy alignment, and capacity building. They also highlighted the need for stronger public outreach and access to practical tools such as data, emissions inventories, and case studies to support implementation. CRD staff also conducted multiple interviews with select municipal staff to understand needs and priorities for community mobilization.

How the CRD used this information:

This feedback shaped actions focused on strengthening regional coordination, improving access to shared resources and data, and enhancing communication and outreach efforts to support implementation across municipalities.

Elected Officials (Climate Action Inter-Municipal Task Force)

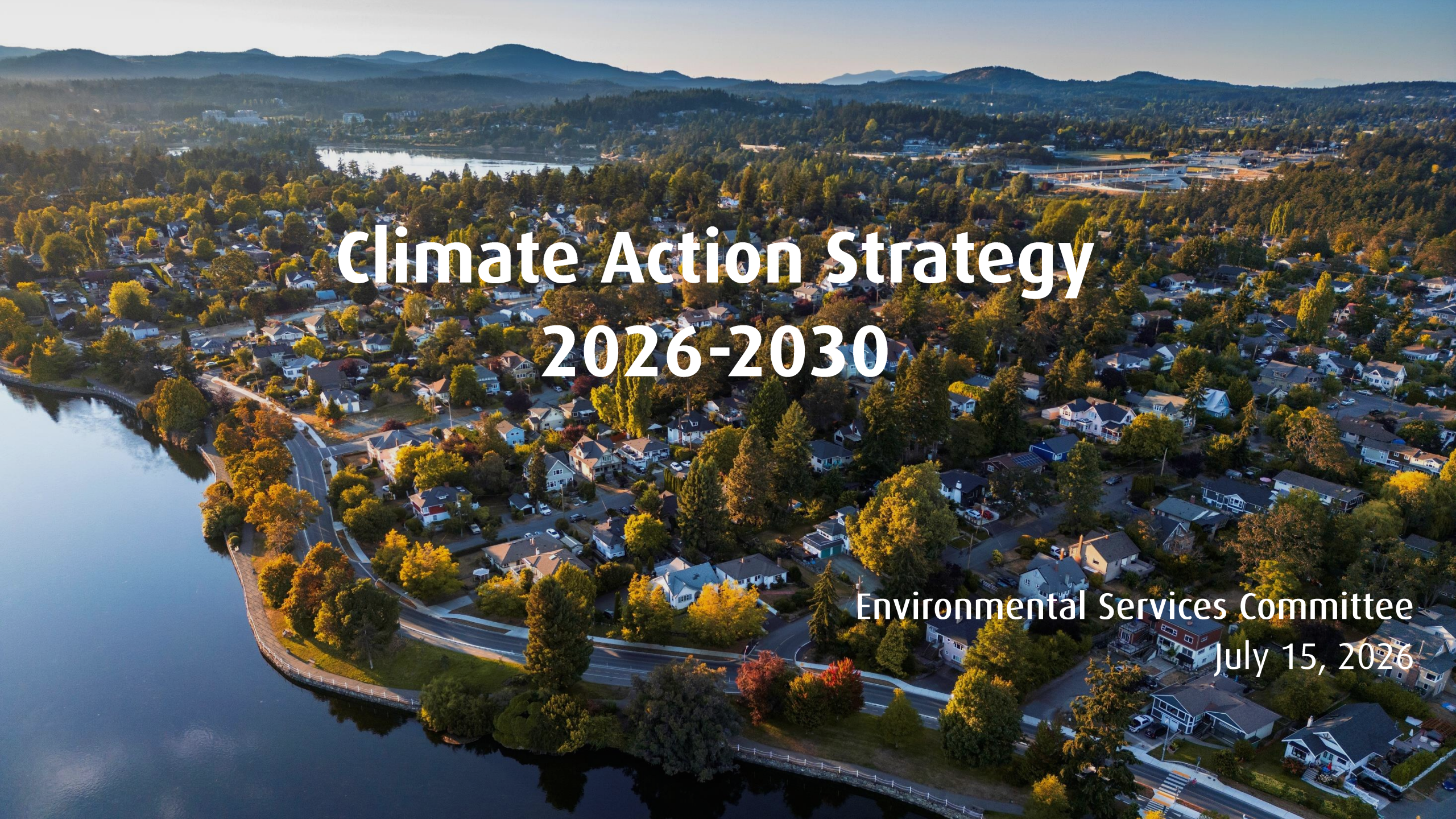
Elected officials on the Climate Action Inter-Municipal Task Force were engaged through regular quarterly Task Force meetings, where they reviewed and provided input on the strategy's overarching vision, goals, principles, and priority actions.

What was heard:

Elected officials identified the need to move beyond siloed, resource-constrained approaches toward more coordinated, region-wide climate action. They emphasized the importance of stronger evidence-based decision-making, shared tools, and integrated approaches, as well as shifting from incremental and car-centric efforts to more systems-level strategies that prioritize resilience, ecosystem value, local solutions, and higher-impact investments.

How the CRD Climate Action and Adaptation Service used this information:

This input informed the overall direction of the strategy, reinforcing an emphasis on regional coordination, systems thinking, and prioritization of high-impact actions supported by evidence and cross-departmental collaboration.

An aerial photograph of a suburban neighborhood. A river flows along the left side of the frame, with a paved path and a low stone wall separating it from the residential area. The houses are mostly two-story, with varying roof colors and styles, interspersed with lush green trees. In the background, a large body of water is visible, followed by a range of rolling hills or mountains under a clear sky. The overall scene is peaceful and scenic.

Climate Action Strategy 2026-2030

Environmental Services Committee
July 15, 2026



Agenda

- 1. Timeline**
- 2. Renewed Climate Action Strategy**
 1. CRD role
 2. Guiding framework
 3. Context & lessons from CleanBC review
 4. Mitigation and adaptation approach
 5. Actions
 6. Implementation timeline
 7. Outcomes and indicators of success
- 3. Funding Approach**
- 4. Recommendations**





Timeline



An aerial photograph of a coastal city, likely Victoria, British Columbia. The city is built on a peninsula and surrounding land, with a large harbor area. In the background, there are mountains and a body of water. The text "Renewed Climate Action Strategy" is overlaid in the center of the image.

Renewed Climate Action Strategy

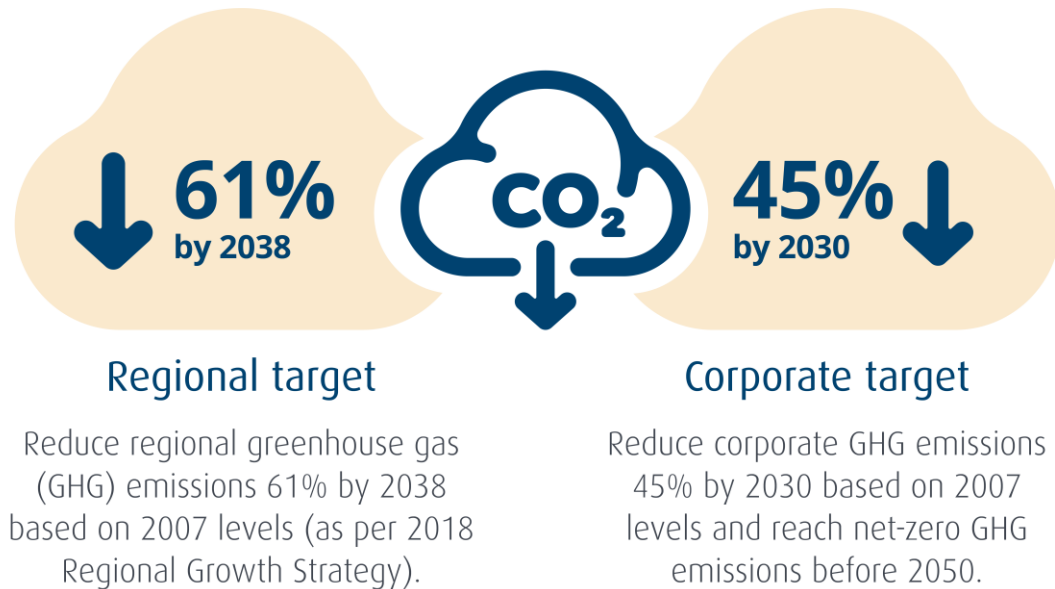


CRD Role

**Regional emissions come
from many sources
outside our control**

**We provide the infrastructure
and programs that make better
climate outcomes possible**

Guiding Framework



- Climate-focused decision making
- Sustainable land use, planning and preparedness
- Low-carbon mobility
- Low-carbon and resilient buildings and infrastructure
- Resilient and abundant nature, ecosystems and food systems
- Minimized waste



Context

Changing context

- Provincial and Federal policy
- Tariffs, inflation
- Tightening budgets

CleanBC Review (2025)

- Making progress, falling short
- Renewables are energy security
- Make it easier to cut bills and GHGs
- Focus on delivering outcomes

A More Affordable, Resilient Region

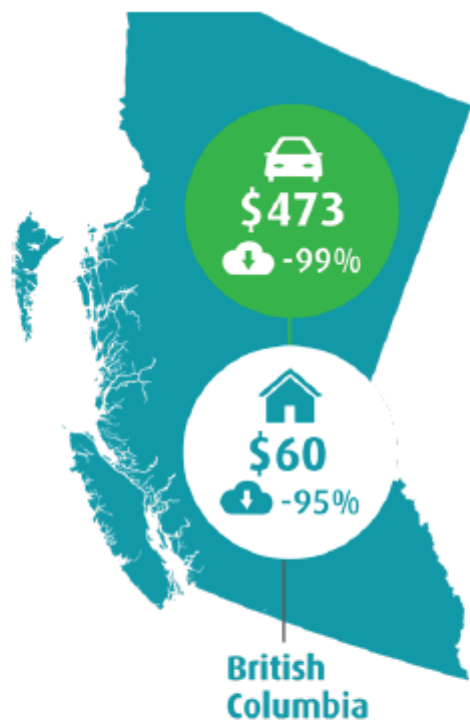


Figure 1: A fully-electrified home in BC can save over \$500/month - (Based on figure from Clean Energy Canada, *Back in the Race*, 2026, p13)



Figure 2: Proactive climate adaptation measures generate \$5 of direct benefits and \$10 of economy-wide benefits for every \$1 spent - (Based on figure from Canadian Climate Institute, *Damage Control*, 2022, p15)

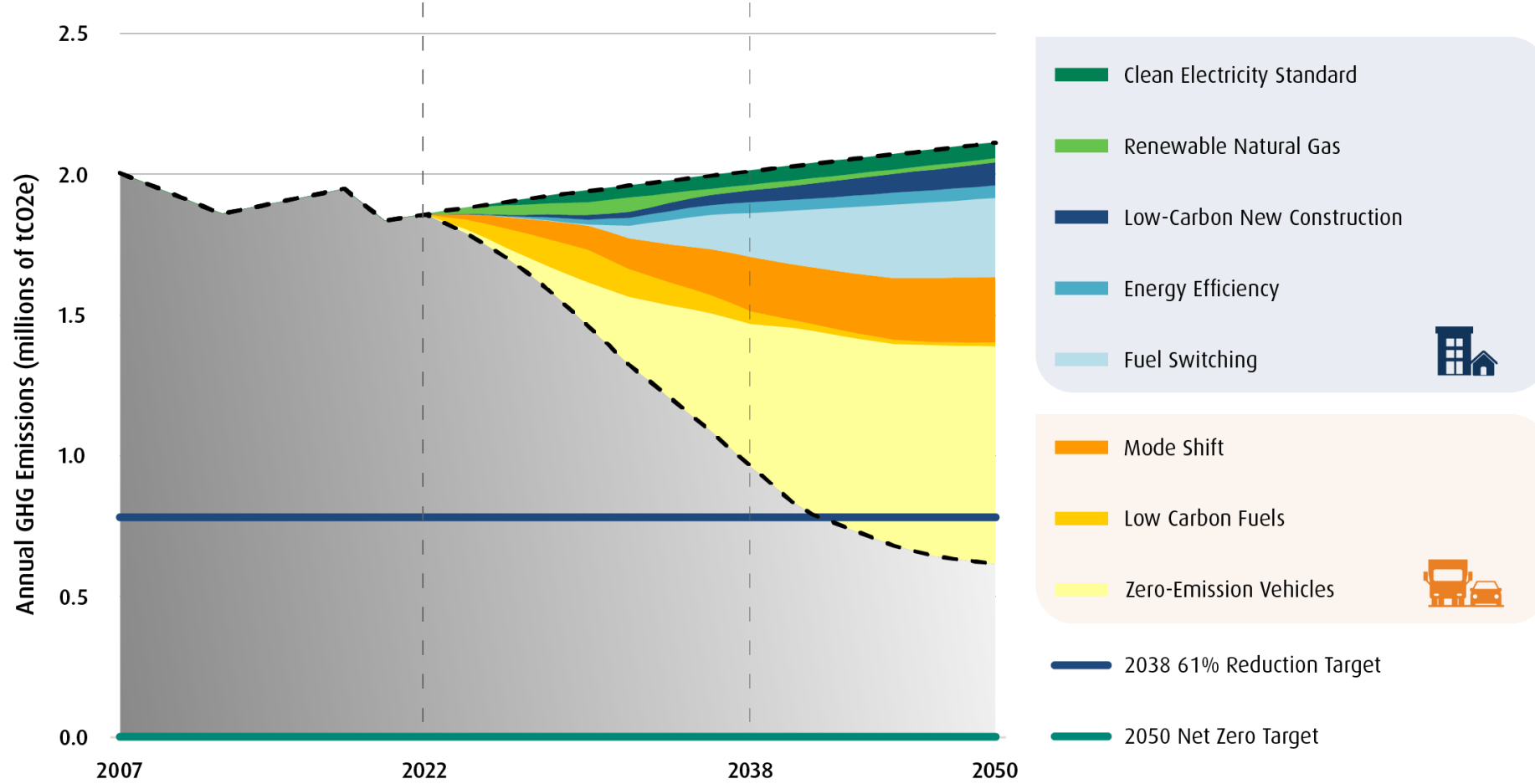
A close-up photograph of a person's hand holding a gas pump nozzle. The person is wearing a yellow long-sleeved shirt. The nozzle is silver and black, and it is being held over a fuel tank. The background is blurred, showing a gas station environment. A semi-transparent overlay is placed over the center of the image, containing the text "\$1,320,000" in large white font, and "estimated total savings on fuel by CRD electric fleet by 2030" in smaller white font below it.

\$1,320,000

estimated total savings on fuel by CRD electric fleet by 2030

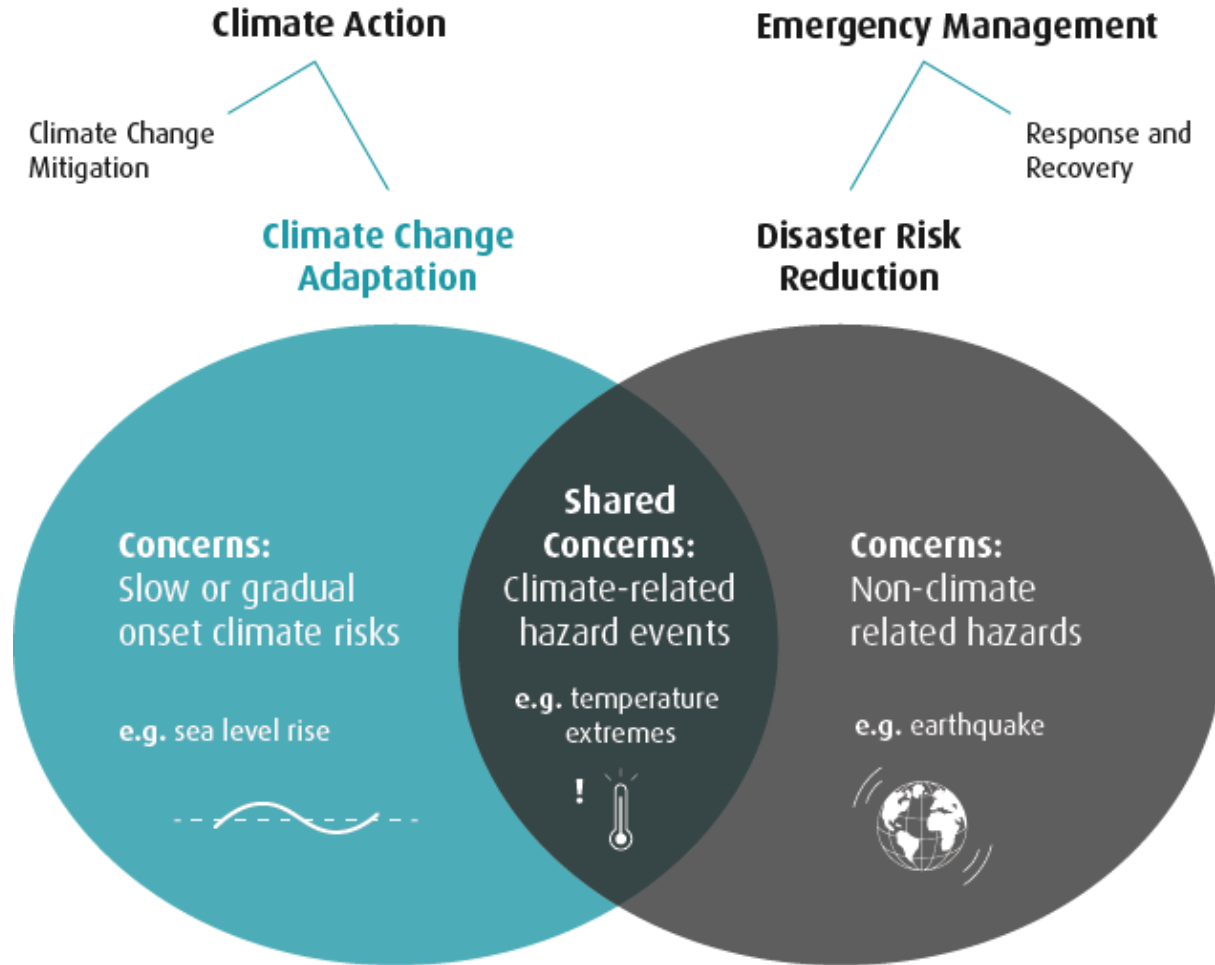


Mitigation Approach





Adaptation Approach



▶ Actions



Continue high-impact initiatives to support long-term success



New high-impact initiatives to accelerate climate action



► Actions



• Building benchmarking program

▶ Actions



- Building benchmarking program
- Public EV Charging Network





► Actions



- Building benchmarking program
- Public EV Charging Network



- Accelerate energy retrofits

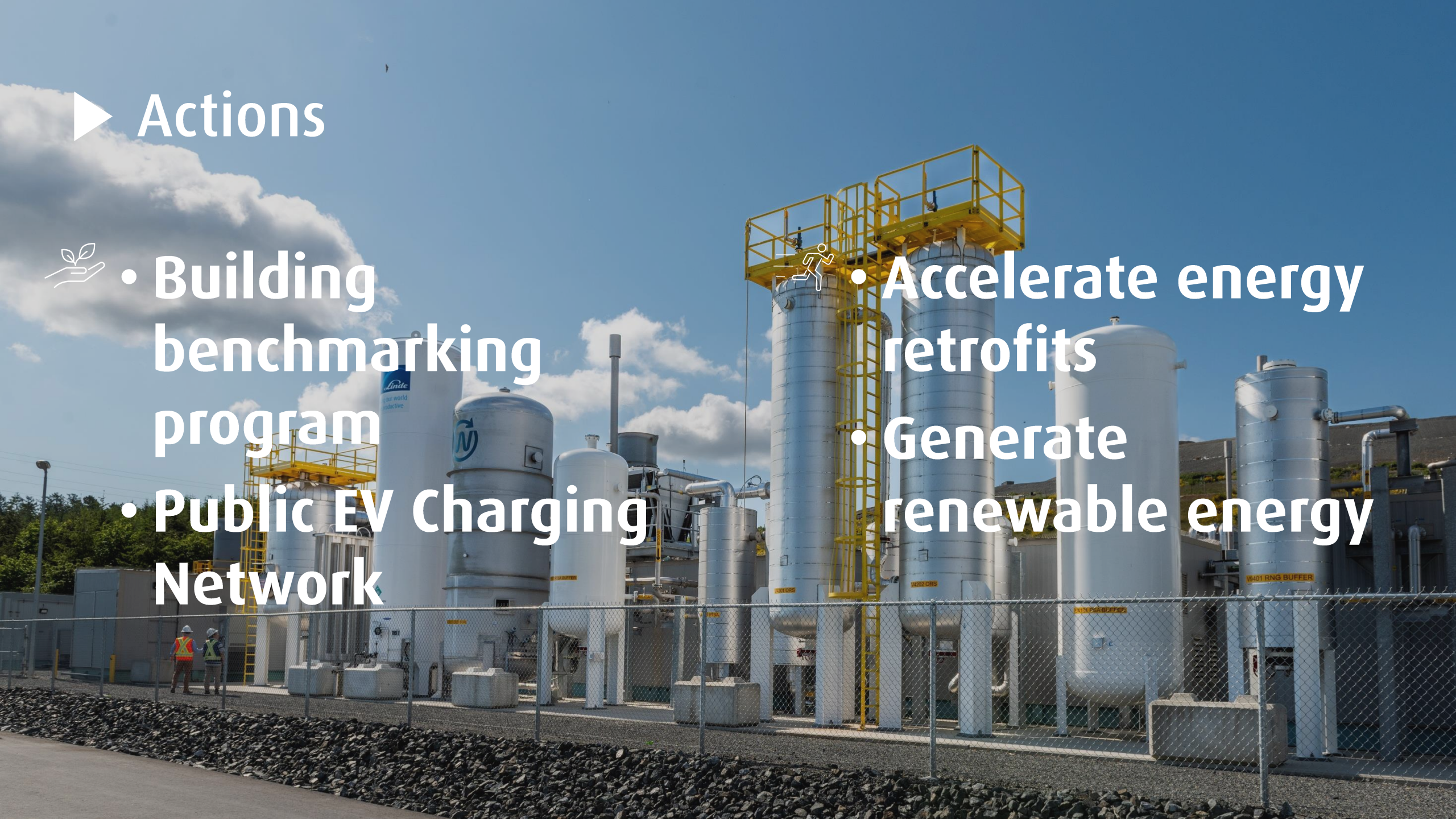
► Actions



- Building benchmarking program
- Public EV Charging Network

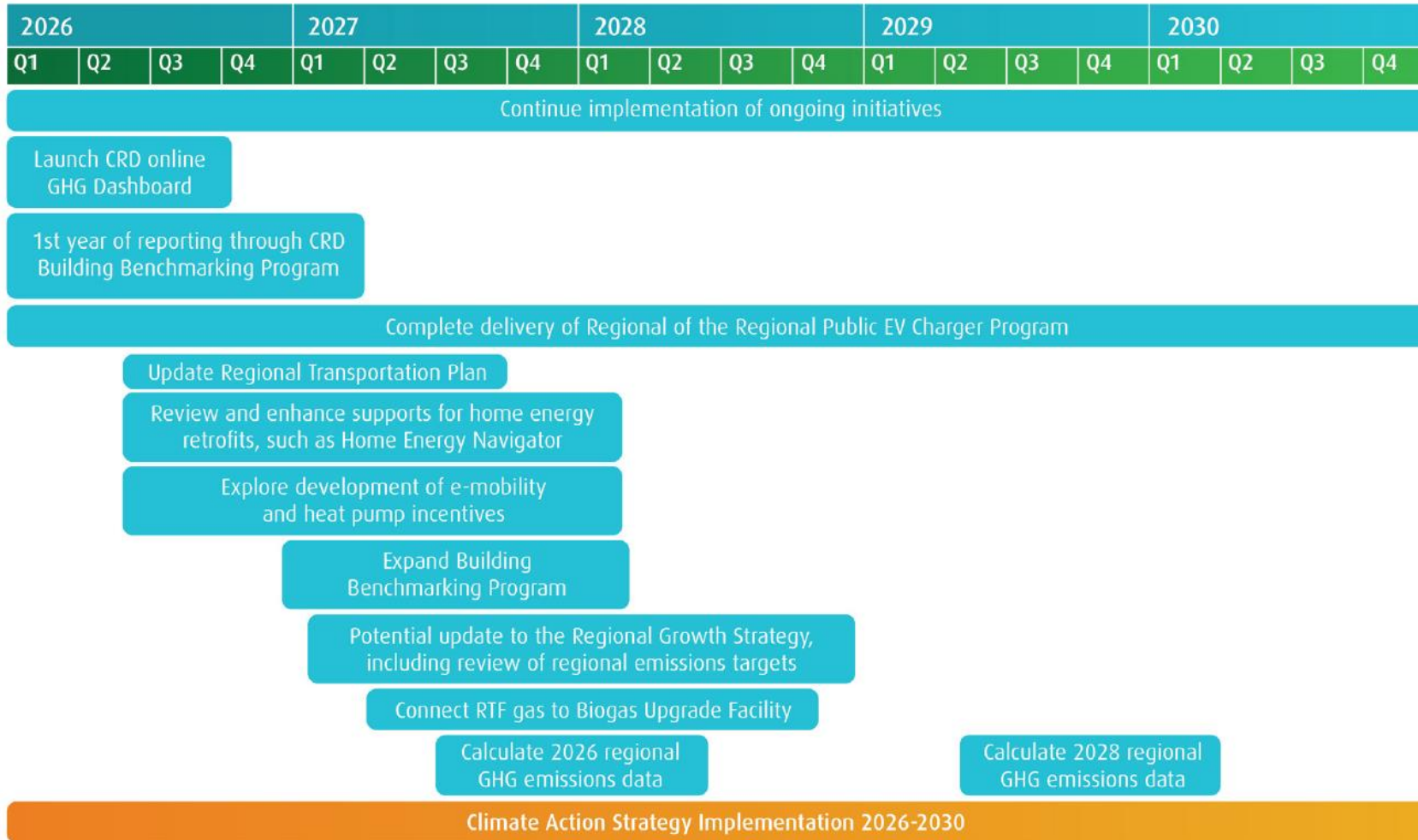


- Accelerate energy retrofits
- Generate renewable energy

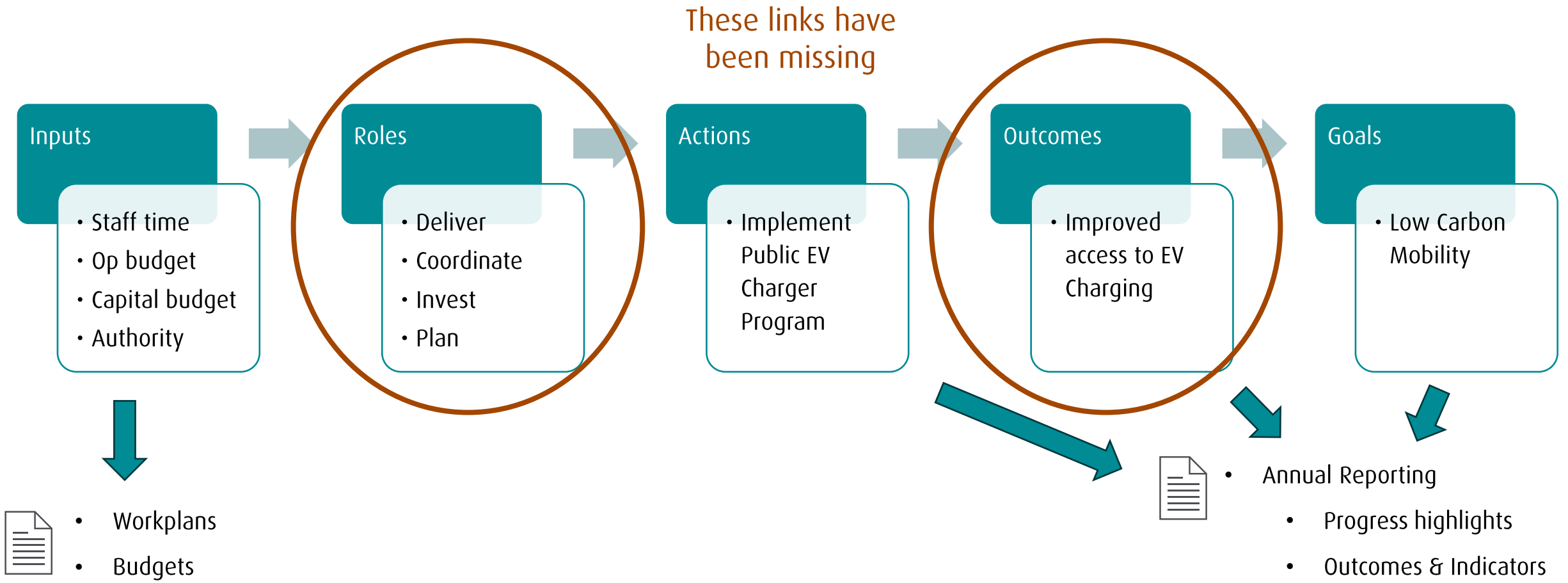




Implementation Timeline



>>> Reporting on Success



An aerial photograph of a coastal city, likely Victoria, British Columbia. The city is built on a peninsula and along the waterfront, with a dense urban core featuring numerous buildings and green spaces. The water is a deep blue, and the background shows a range of mountains under a clear sky. The text "Funding Approach" is overlaid in the center of the image.

Funding Approach



\$20,300,000

estimated leveraged funding by CRD climate action initiatives since 2021, including grants, partner project funding, and supported retrofit spending, for an estimated leveraged funding ratio of 7:1



Funding Approach

Continue:

- Leverage grants & partnerships
- Right-sizing existing programs
- No additional requisition increases

New:

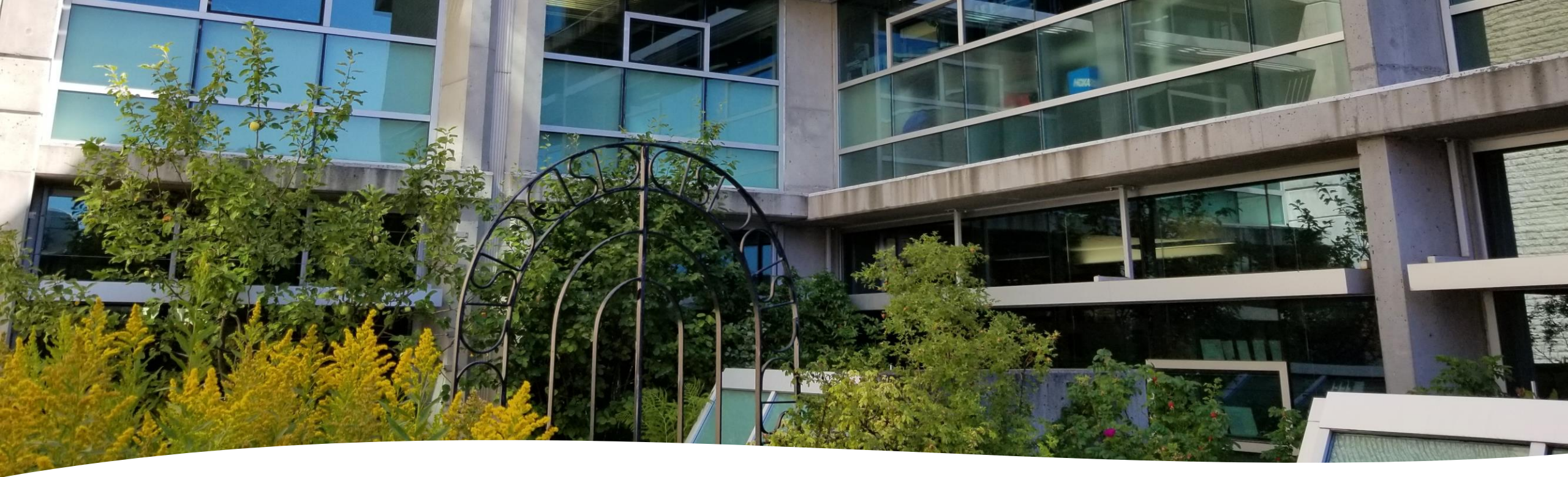
- Re-invest new revenues
 - EV charging electricity sales
 - Carbon credits



Recommendations

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

1. That the Board **adopt the renewed Climate Action Strategy** attached as Appendix A to guide the Capital Regional District (CRD) Climate Action and Adaptation Service through to 2030;
2. That staff be directed to review and **report back on regional greenhouse gas reduction target alternatives** for inclusion in the next update to the Regional Growth Strategy.
3. That the Chair on behalf of the Board **send a letter** to the Premier of BC and relevant ministers advocating for the full implementation of the recommendations of the CleanBC Independent Review, including continuing funding for the Local Government Climate Action Program (LGCAP); and,
4. That staff establish all necessary processes and systems to **direct all revenues from the sale of carbon credits** – such as those generated under the federal Clean Fuel Regulation and provincial Low Carbon Fuel Standard – **into CRD programs and projects aligned with the renewed Climate Action Strategy**;
5. That staff establish continuous internal processes to **seek opportunities that generate carbon credit and renewable energy revenues**; and,
6. That staff **report back on how these carbon credit revenues will be used** to accelerate climate action, for the Board's consideration and approval.



Thank you.

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Capital Regional District



CRDVictoria



crd.ca



@crd_bc

Introduction

Background

Addressing climate change is one of the defining issues of the twenty-first century, and how we respond will shape the capital region for generations to come. Climate hazards like extreme heat and rainfall disrupt our lives and livelihoods more often with each decade, while regional ecosystems are under increasing stress. Volatility in the costs of fossil fuels strain household budgets and business plans, while our buildings and vehicles continue to emit climate-changing greenhouse gases (GHGs) every day. Without thoughtful and coordinated action, the costs of climate change to the capital region will continue to mount.

The region has made important progress in responding to climate change in recent years. Municipalities across the region have installed public electric vehicle (EV) chargers and bike lanes, adopted zero carbon codes for new buildings, and supported building and homeowners with retrofits, alongside many other programs. They have also started adapting to climate change by studying hazards, planning for long-term changes, and expanding green spaces that help manage rainwater and extreme heat.

Residents and businesses have continued to switch to electric vehicles and cycling, reducing emissions from on-road transportation in the region 22% below 2007 levels. They have retrofitted away from natural gas and heating oil to electric heat pumps, reducing emissions from buildings in the region 16% below 2007 levels. In a growing region, overall per-capita emissions are down by 30% from 2007.

Addressing climate change also presents an opportunity to create a more efficient, resilient, and affordable region. E-bikes and electric vehicles can save thousands of dollars a year on transportation costs, and efficient electric heat pumps can heat homes and buildings for less than the cost of a gas appliance, while providing summertime cooling. Every dollar invested in preparing infrastructure for climate change saves \$10-15 over its lifetime.¹

Prioritizing nature in climate adaptation can also advance reconciliation, improve quality of life, and increase interconnection with other species and the land.

Climate Emergency Declaration

At its February 13, 2019 meeting, the Capital Regional District Board unanimously passed a motion to declare a climate emergency and assume a leadership role to work towards achieving the Board's climate goals in the region. This renewed Climate Action Strategy is our plan to help the region achieve those goals.



A Renewed Climate Action Strategy

The Capital Regional District (CRD), through the Climate Action and Adaptation Service and guided by the Climate Action Strategy (2021), has been an important leader of regional climate action. This 2026 strategy outlines the CRD's role, approach, and proposed actions for 2026-2030.

By working together with all levels of government, First Nations, utilities, organizations and community groups, and residents and businesses across the region, we can create a cleaner, more resilient, affordable, and livable capital region.

¹ Canadian Climate Institute, Damage Control: Reducing Climate Impacts. Retrieved from: <https://climateinstitute.ca/reports/damage-control/>

**REPORT TO REGIONAL PARKS COMMITTEE
MEETING OF WEDNESDAY, JULY 22, 2026**

SUBJECT Wetland Creation Project at Elk/Beaver Lake Regional Park

ISSUE SUMMARY

To update the Regional Parks Committee on the status of a constructed wetland project planned for Elk/Beaver Lake Regional Park.

BACKGROUND

Capital Regional District (CRD) staff have initiated a project to construct a wetland in Elk/Beaver Lake Regional Park to address water quality issues in Beaver Lake. Water quality issues have negatively impacted ecological, cultural and recreational values of the regional park since the 1980s. Elevated phosphorus levels in Elk and Beaver lakes have led to recurring blue-green algae blooms that threaten lake health, visitor safety, and overall recreational experience, with blooms in Beaver Lake persisting since October 2023.

About 30% of nutrients in the lakes originate from external sources within the surrounding watershed, while 70% are recycled internally from lake sediments. This issue is being addressed through two complementary strategies: operating the oxygenation system to reduce internal phosphorus sources in Elk Lake and implementing the Board-approved Elk/Beaver Lake Watershed Management Plan (2020) to reduce ongoing external inputs into both lakes. The implementation of the oxygenation system in Elk Lake is expected to have little to no impact on the health of Beaver Lake. Staff continue to assess water quality to inform the potential need for an in-lake remediation solution in Beaver Lake.

The Watershed Management Plan outlines a coordinated, multi-agency, long-term approach to improve water quality in Elk and Beaver lakes. Key priorities include:

- reducing phosphorus runoff from surrounding land to limit nutrient pollution,
- restoring streams and riparian habitats to enhance natural filtration, and
- engaging landowners and community stewards in adopting best management practices.

Haliburton Brook (the brook) is one of two tributaries that bring nutrients into Beaver Lake. The upper portion of the Haliburton Watershed has been modified for farming and urban development within the District of Saanich, while the lower watershed is largely within regional park lands (Appendix A). The brook collects water runoff from the watershed, including the Patricia Bay Highway, contributing elevated nutrient inputs (particularly phosphorus) to Beaver Lake. Ongoing water quality monitoring of Haliburton Brook, supported by Beaver Elk Environmental Stewards (BEES), indicates that phosphorus levels exceed BC Ministry of Environment and Climate Change Strategy Water Quality Guidelines for the protection of aquatic life in the brook.

DISCUSSION

CRD staff are in the early phase of planning and design for a constructed wetland in the Haliburton Watershed within Elk/Beaver Lake Regional Park. This project supports Action 2a of the Elk/Beaver Lake Watershed Management Plan to “restore and enhance stream and watershed function of Haliburton Brook.” Specifically, CRD’s role is to construct a wetland within the Haliburton Watershed to slow water movement and increase nutrient uptake before it reaches the lake. In addition to improving water quality in Beaver Lake, the wetland is intended to improve habitat for native species and provide an accessible opportunity for public interpretation. This project is located within the Haliburton Brook watershed, adjacent to the Governor General area of the park, east of Beaver Lake (Appendix B).

Constructed wetlands are engineered systems that mimic and optimize the biological, chemical, and physical processes of natural wetlands. They are highly effective at nutrient uptake, removing excess nitrogen and phosphorus from agricultural runoff and stormwater before it reaches downstream ecosystems. By slowing water flow and maintaining shallow depths, these systems allow sediments and nutrient-bound particles to settle and become retained in wetland soils. Constructed wetlands offer a sustainable, nature-based solution to filter runoff while simultaneously creating habitat for native wildlife.

Staff have initiated planning discussions with CRD Integrated Water Services (IWS), BC Wildlife Federation, local experts, and community stewardship groups to support the design and construction of the wetland. Known site constraints include existing underground water main infrastructure, archeological and cultural considerations, and Agricultural Land Reserve designations. Preliminary studies, design and permitting are planned for 2026 and 2027, with construction planned for 2028.

IMPLICATIONS

Alignment with Existing Plans & Strategies

This project supports a priority action identified in the Board-approved Elk/Beaver Lake Watershed Management Plan (2020) to reduce external nutrients entering Elk and Beaver lakes. As indicated in the plan, full review and update of performance indicators and assessment of objectives will be conducted in 2030.

This project also aligns with priorities identified in the Elk/Beaver Lake and Bear Hill Regional Parks Management Plan (amended 2010), which includes objectives to:

- preserve and enhance wildlife habitats and plant communities,
- improve opportunities for public education and interpretation of natural and cultural resources, and
- improve water quality of Elk and Beaver lakes.

Social and Intergovernmental Implications

The Watershed Management Plan emphasizes collaboration among municipal, provincial, federal, and First Nation governments, as well as community groups, landowners, and academic partners, to implement sustainable management practices and monitor progress. Staff will continue to engage with these partners to support meaningful collaboration for the project.

Environmental Implications

This project addresses a critical environmental gap in the capital region, where development and urbanization have eradicated many historical wetland ecosystems. Restored aquatic ecosystems directly improve local biodiversity, naturally filter runoff and provide critical habitats for endangered amphibians. This project is also expected to improve water quality in Beaver Lake by reducing nutrient inputs that contribute to ongoing blue-green algae blooms in the lake.

Consistent with the Watershed Management Plan, ongoing efforts to restore the Haliburton Watershed through invasive species removal and restoration of the natural function of the watershed have been supported by CRD staff and community groups such as BEES. These efforts complement the proposed wetland project and support broader water quality objectives for both lakes.

Service Delivery Implications

This project will be delivered within existing staff resources and capacity. Once constructed, the wetland will require minimal ongoing maintenance, supported by current staff and community volunteers. Staff do not anticipate impacts to service delivery. The implementation of this project is anticipated to improve visitor experience by providing a demonstration wetland to support public education and accessibility.

Financial Implications

The conceptual and detailed design phases have been approved in the 2026-2030 Capital Budget with funds for the construction and plantings to be proposed in the 2027-2031 budget cycle. Staff have identified several grant opportunities to support construction costs. Staff do not anticipate any additional costs to the operational budget once the project is complete.

Costs to implement the project are as follows:

Year	Activity	Amount	Funding source	Notes
2026	Conceptual design, permitting and preliminary studies	\$50,000	Capital Reserve	Confirmed
2027	Detailed Design, permitting and preliminary studies	\$30,000	Capital Reserve	Confirmed
2028	Construction and plantings	\$200,000	Grant application	Subject to approval
		\$100,000	Capital Reserve	Subject to approval

CONCLUSION

The proposed constructed wetland in the Haliburton watershed is a priority action under the Elk/Beaver Lake Watershed Management Plan (2020). The project is intended to reduce nutrient inputs to Beaver Lake while improving habitat and supporting public education and visitor experience. Staff are currently undertaking early planning work, with preliminary studies, design and permitting scheduled for 2026 and 2027, and construction anticipated in 2028. The project requires continued coordination with partners and careful consideration of site constraints, including water main infrastructure, archaeological and cultural interests, and Agricultural Land Reserve requirements. Overall, the project represents a strategic, nature-based investment that

supports long-term watershed health and aligns with existing regional park and watershed management objectives.

RECOMMENDATION

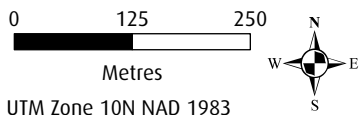
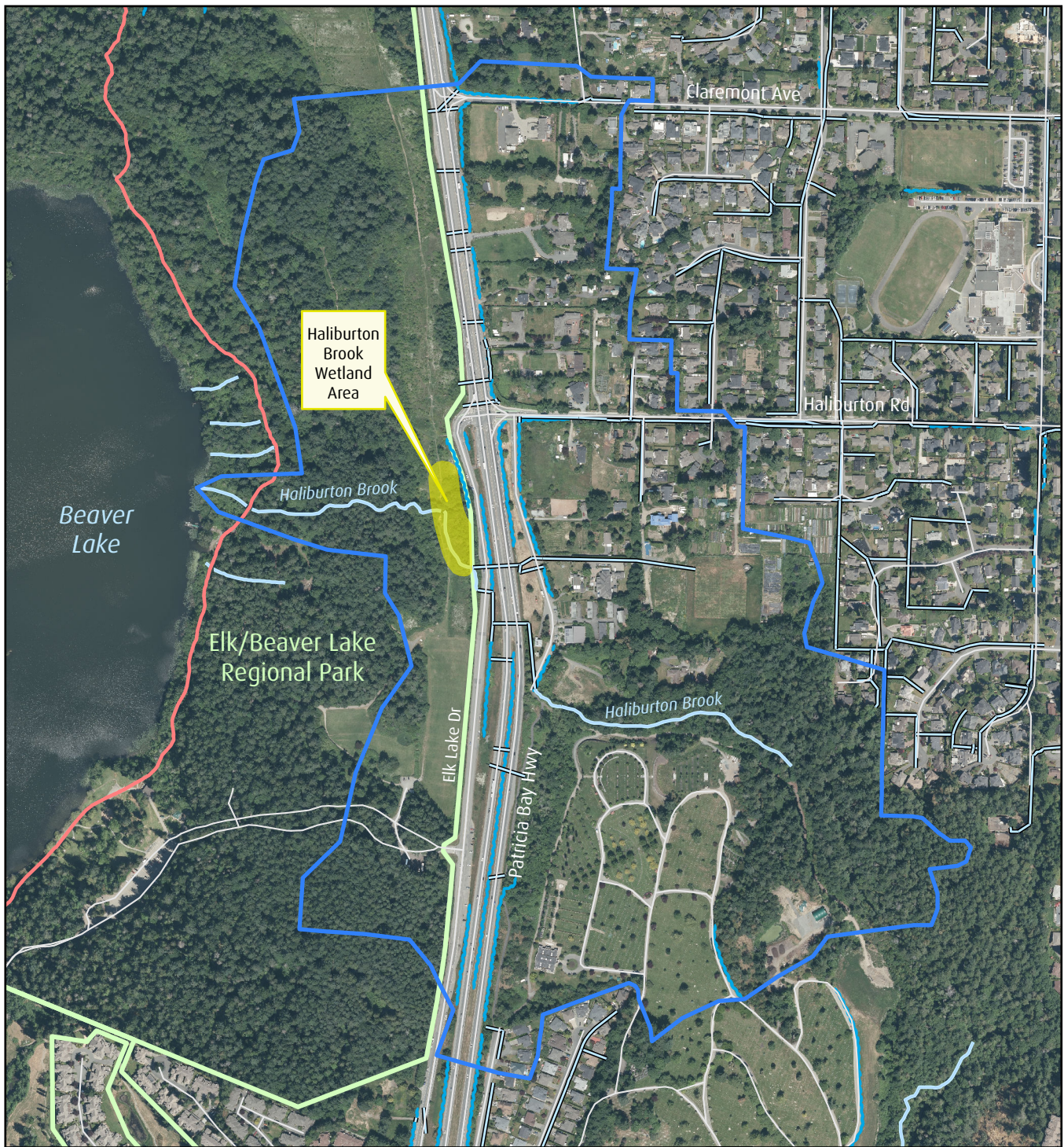
There is no recommendation. This report is for information only.

Submitted by:	Mike MacIntyre, Senior Manager, Regional Parks
Concurrence:	Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Haliburton Brook Watershed - Map

Appendix B: Wetland Creation Project at Haliburton Brook - Map



Important This map is for general information purposes only. The Capital Regional District (CRD) makes no representations or warranties regarding the accuracy or completeness of this map or the suitability of the map for any purpose. **This map is not for navigation.** The CRD **will not be liable** for any damage, loss or injury resulting from the use of the map or information on the map and the map may be changed by the CRD at any time.

2026-07-22-SR-RPC-WetlandCreationHaliburton-AppendixA.pax | July 2026

- Haliburton Brook Watershed Boundary
- Haliburton Brook Wetland Area
- Brook/Creek
- Culvert/Gravity Main
- Ditch
- Elk/Beaver Lake Park Boundary
- 10k Trail
- Road

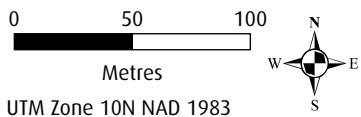
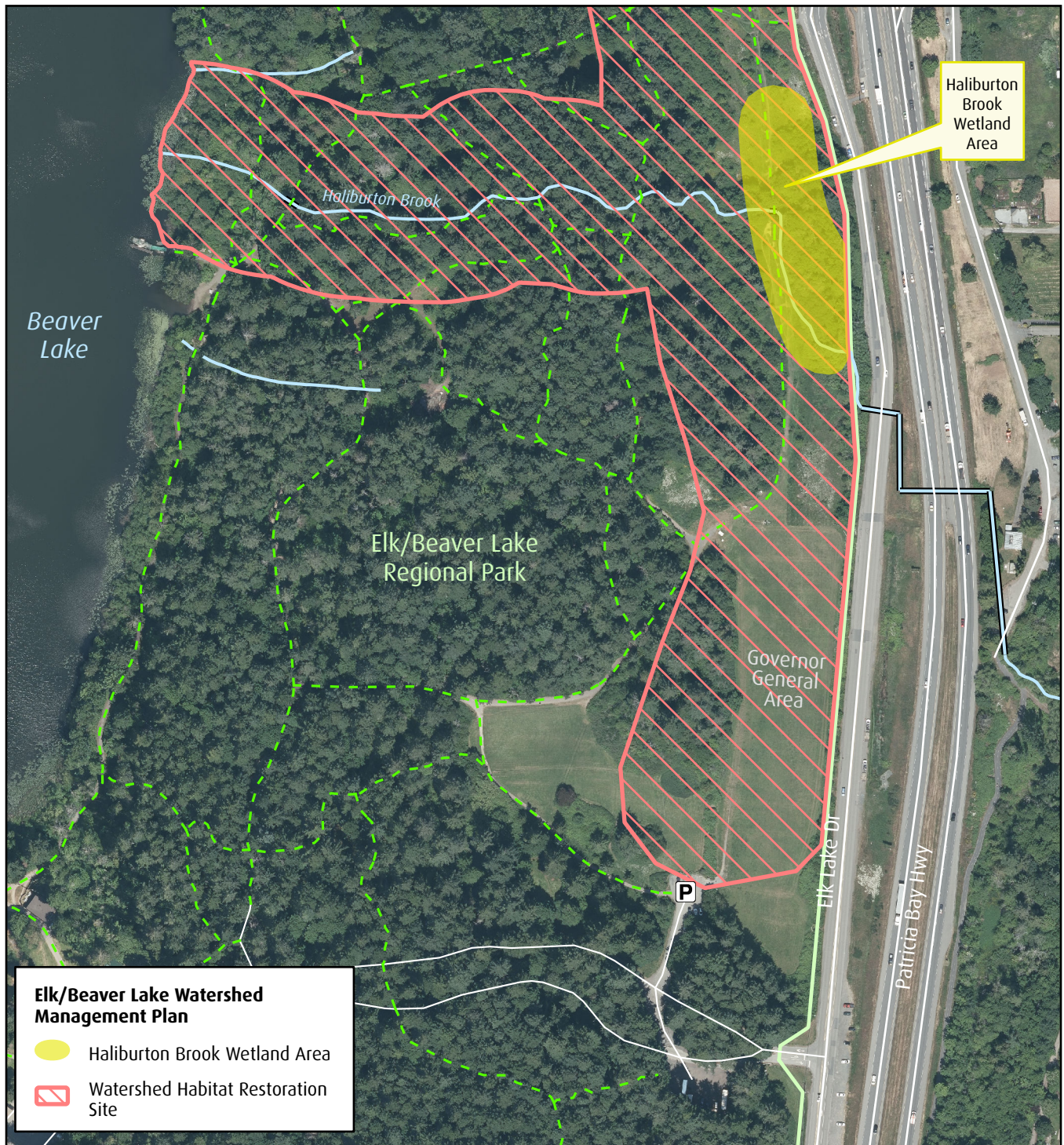
*2025 Orthophoto

Appendix A

Elk/Beaver Regional Park: Haliburton Brook Watershed

Regional Parks Committee
Staff Report
July 22, 2026

CRD
Making a difference...together



Important This map is for general information purposes only. The Capital Regional District (CRD) makes no representations or warranties regarding the accuracy or completeness of this map or the suitability of the map for any purpose. **This map is not for navigation.** The CRD **will not be liable** for any damage, loss or injury resulting from the use of the map or information on the map and the map may be changed by the CRD at any time.

2026-07-22-SR-RPC-WetlandCreationHaliburton-AppendixB.pagx | July 2026

- P** Parking Lot
- - - Official Trail
- Elk/Beaver Lake Park Boundary
- Road
- ~ Brook/Creek
- == Culvert

*2025 Orthophoto

Appendix B

Elk/Beaver Regional Park: Wetland Creation Project at Haliburton Brook

Regional Parks Committee
Staff Report
July 22, 2026

CRD
Making a difference...together

**REPORT TO REGIONAL PARKS COMMITTEE
MEETING OF WEDNESDAY, JULY 22, 2026**

SUBJECT Elk Lake Oxygenation System Update – 2025 Annual Report

ISSUE SUMMARY

To update the Regional Parks Committee on the annual operation and performance of the oxygenation system in Elk/Beaver Lake Regional Park.

BACKGROUND

In 2019, the Capital Regional District (CRD) Board endorsed a staff recommendation to remediate Elk Lake. In 2020, the Board committed partial funding for remediation, supplemented by a \$750,000 grant from the Province of British Columbia. A hypolimnion (deep-water) direct oxygenation injection system was selected, designed and constructed in Elk Lake to address water quality issues. The system was operationalized in November 2023 and fully commissioned in March 2024.

The objectives of the oxygenation system are to:

1. eliminate deep-water oxygen depletion (anoxia)
2. decrease internal phosphorus loading
3. maintain cold-water native fish habitat below 15°C
4. reduce the frequency and duration of blue-green algae blooms

Excess phosphorus is the primary driver of blue-green algae growth in the lake. About 30% of the phosphorus originates from external sources in the surrounding watershed, while roughly 70% is released under low-oxygen conditions from bottom sediments of the lake. The oxygenation system targets this internal source of phosphorus by adding oxygen to deep waters, helping keep phosphorus bound in the sediments and less available to fuel algae growth. Improved deep-water oxygen levels are also expected to improve deep-water fish habitat.

The system does not address phosphorus from shallow bays or external watershed sources. As such, the oxygenation system alone will not resolve all water quality issues in the lake. Lasting improvements require both continued operation of the oxygenation system and implementation of actions identified in the Board-approved 2020 Elk/Beaver Lake Watershed Management Plan.

DISCUSSION

The Elk Lake Oxygenation System Annual Report for 2025 (Appendix A) summarizes water quality data and compares it to oxygenation system objectives. The report, reviewed by external water quality experts, compares pre-installation conditions (2019–2023) with post-installation data (2024–2025).

Key Findings (2025 vs. pre-oxygenation system conditions)

1. deep-water oxygen levels improved, with the anoxia period reduced to approximately three months (from five months pre-installation).
2. total phosphorus in deep water decreased by approximately 80%.

3. average deep-water temperatures increased moderately in summer 2025 (10.5°C) compared to pre-oxygenation conditions (8°C) but remained below 13.9°C, maintaining optimal native fish habitat and improving on 2024 results.
4. one significant blue-green algae bloom occurred in 2025, along with several smaller, isolated blooms.

The oxygenation system generally performed as intended; however, a valve failure in July temporarily reduced oxygen delivery to 50%, contributing to approximately three months of low oxygen conditions (anoxia) compared to two months in 2024. The system resumed full operation in August, resulting in improved oxygen levels and substantial phosphorus reductions by fall. Staff, supported by technical advisors, continue to refine system operations to improve efficiency and manage long-term operating costs.

Water Quality Monitoring

Water quality indicators improved in both 2024 and 2025 following system implementation. Despite this, a large, prolonged blue-green algae bloom occurred in spring 2025, affecting recreational use and resulting in the cancellation of the swim portion of the May 2025 IRONMAN triathlon. This bloom was likely driven by environmental conditions, including heavy rainfall in March and warm, calm weather in April and May. Outside of this event, blue-green algae blooms were generally smaller, isolated events, and staff received positive feedback from lake user groups, including the Elk Lake Rowing Club.

Preliminary 2026 Results

Preliminary data as of June 17, 2026, show continued improvement:

- deep-water oxygen levels have improved
- phosphorus concentrations are well below historical averages
- public advisory days related to blooms are reduced by 67 days compared to the same time last year

Despite these improvements, external phosphorus inputs and weather variability remain key drivers of periodic algal blooms. Ongoing monitoring remains critical to optimize system performance and assess overall water quality in the lake (including Beaver Lake). Staff will continue annual reporting on system performance, with a comprehensive assessment of lake health planned for 2030 in alignment with the Elk/Beaver Lake Watershed Management Plan.

Monitoring Limitations and Improvements

Tracking blue-green algae blooms remains challenging due to their localized and dynamic nature. Current monitoring focuses on public health risks at key beaches rather than full-lake coverage. To address this gap, the CRD is partnering with the University of Victoria to trial satellite-based monitoring for more comprehensive bloom detection and tracking. This enhanced capability is expected by late 2027.

Short-term variability in water quality was anticipated following system installation in late 2023 as phosphorus sources in the lake stabilize. These findings reinforce the importance of continuing both the oxygenation program and watershed management actions to address nutrient inputs comprehensively.

IMPLICATIONS

Environmental Implications

Improvements in Elk/Beaver Lake water quality support important ecological values within the regional park, including critical habitat for the federally threatened western painted turtle (Pacific Coast population). Downstream ecosystems also benefit, including key habitat for native fish species such as coho salmon and coastal cutthroat trout in the Colquitz River.

Climate Implications

Climate change is expected to increase the prevalence of blue-green algae due to warmer temperatures and heavy rainfall events, which increase external nutrient runoff into the lake. While complete elimination of blooms is unlikely, reductions in frequency and duration are anticipated. Continued actions to reduce external sources of nutrients through the implementation of the Watershed Management Plan are critical to adapt to climate change.

Financial Implications

In 2026, staff plan to implement oxygenation upgrades to enable remote operation of the system, reducing the need for manual on-site system adjustments and improving overall efficiency. These one-time costs are funded by the Regional Parks conservation budget and are expected to reduce staff time costs beginning in 2027.

Annual operating and maintenance costs are outlined below and are subject to future increases due to inflation and tariffs:

Expense Category	2025 Anticipated Costs	2025 Actual Costs	2026 Anticipated Costs
Electricity	\$60,000	\$60,216	\$65,000
System maintenance	\$40,000	\$32,689	\$35,000
Water quality monitoring	\$30,000	\$25,040	\$30,000
Expert consultation	\$15,000	\$14,372	\$13,500
Staff time	\$30,000	\$27,791	\$30,000
Total Operating Cost	\$175,000	\$160,109	\$173,500
One-time System Upgrade	NA	NA	\$20,000

Intergovernmental Implications

CRD staff continue to collaborate with government partners to support water quality objectives, particularly in the implementation of the Elk/Beaver Lake Watershed Management Plan. Staff share knowledge of the system with jurisdictions across Canada, particularly within British Columbia, contributing to improved understanding of water quality issues and remediation options.

Service Delivery Implications

CRD staff manage the water quality monitoring program, including system operation, maintenance and oversight. They are also responsible for issuing public advisories when blue-

green algae blooms are detected and for providing public education through the CRD website and on-site signage. There are ongoing efforts to improve system efficiency and advance implementation of the Watershed Management Plan.

Social Implications

Blue-green algae blooms continue to affect recreational use in the park. However, this year, reduced algae bloom duration allowed events such as the IRONMAN Victoria to proceed without disruption.

Continued implementation of the watershed management plan and operation of the oxygenation system are expected to improve long-term recreational use.

Local experts and community groups, including Beaver Elk Environmental Stewards and Victoria Golden Rods and Reels Fishing and Social Club, have played a key role in data collection and stewardship. Staff meet regularly with these groups to share updates and coordinate actions.

CONCLUSION

The Elk Lake oxygenation system demonstrates measurable improvements in key water quality indicators, particularly deep-water oxygen levels and phosphorus reduction. While algal blooms continue to occur due to external nutrient inputs and environmental conditions, their overall duration and frequency show early signs of improvement. Continued operation of the system, alongside implementation of the Elk/Beaver Lake Watershed Management Plan, will be essential to achieving long-term water quality objectives and sustaining ecological and recreational values in the park. Staff will report to the Board annually on system performance and water quality progress.

RECOMMENDATION

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

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ATTACHMENTS

Appendix A: Elk Lake Oxygenation System Annual Report 2025
Presentation: Elk Lake Oxygenation System Update

Elk Lake Oxygenation System

2025 Annual Report

Capital Regional District | June 2026



CRD

Making a difference...together

Elk Lake Oxygenation System

2025 Annual Report

June 3, 2026

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Appendix A: Map of Elk Lake and Hypolimnetic Oxygenation System Components

Acronyms and Abbreviations

ACH	Aluminum Chlorohydrate
acfm	actual cubic feet per minute
ASME	American Society of Mechanical Engineers
BEES	Beaver Elk Environmental Stewards
CRD	Capital Regional District
DFO	Fisheries and Oceans Canada
DO	Dissolved Oxygen
Fe	iron
g/m ² /d	grams per square metre per day
gal	gallons (US)
HDPE	High-Density Polyethylene
HOS	Hypolimnetic Oxygenation System
HP	horsepower
Hz	Hertz
kg	kilogram
kg ₀₂ /d	kilograms of oxygen per day
km	kilometre
km/h	kilometres per hour
kPa	kilo-Pascals
kW	kilo-Watt
kWh	kilo-Watt hours
L	litres
mg/L	milligram per litre
m	metre
mm	millimetre
Mn	manganese

NH ₃	ammonia
NHC	Northwest Hydraulic Consultants
NH ₅	nitrogen hydrides
NO ₃	Nitrate
P	Phosphorous
PLAN	PLAN Contracting Ltd
PSA	Pressure Swing Adsorption
RDO	Rugged Dissolved Oxygen
RFP	Request for Proposal
Saanich	District of Saanich
scfm	standard cubic feet per minute
SDR	standard dimension ratio
slpm	standard litres per minute
SOD	Sediment Oxygen Demand
V	Volts
WQO	Water Quality Objectives
°C	degrees Celsius
°C/day	degrees Celsius per day
%vol	percent by volume
µg/L	micrograms per litre

Executive Summary

A direct injection hypolimnetic oxygenation system (HOS) was installed in Elk Lake in late 2023 as one aspect of a multi-pronged approach to address nutrient loading, mainly phosphorus, contributing to cyanobacteria growth (algal blooms). The oxygenation system includes a diffusive porous line along the deepest part of Elk Lake and injects high-purity oxygen into the hypolimnion to prevent anoxic conditions and sequester iron- and manganese-bound phosphorus in the lake-bed sediments, preventing them from being released into the water column. The system is expected to only influence deep-water sediment sources of phosphorus and not sources from shallower water nor from stream and overland sources.

This report summarizes the 2025 operational year of the HOS and evaluates data collected by the Capital Regional District (CRD) against Water Quality Objectives (Table E.1) for the Elk/Beaver Lake Watershed. During 2025, the oxygenation equipment received warranty-related repairs and experienced one significant valve failure that reduced system capacity to 50% during July. However, overall, the system maintained a high operational uptime and positive trends were observed in water quality data. The hypolimnion phosphorus levels at fall turnover were reduced from pre-oxygenation levels by 80%, consistent with 2024 concentrations. Anoxic conditions were present for three months from July to September, compared to five months from May to October pre-oxygenation.

While Elk Lake experienced a large algal bloom in the spring of 2025, environmental factors were likely a contributing cause. Weather data over the past five years showed the spring of 2025 saw favourable algal growth conditions, such as high precipitation in March followed by sunny and stable days in April and May.

Overall, the Elk Lake HOS had a measurable impact on water quality in 2025, building on its first year of operation in 2024 with similar improvements to dissolved oxygen and reductions in hypolimnion phosphorus. Continued water quality improvements are expected with long-term operation, though oxygenation is only one part of the holistic solution for Elk Lake.

Table E.1: Summary of Water Quality Objectives and 2025 Values

Parameter	Objective	2025 Values at ELK02 Sampling Location
Total Phosphorus	Spring Average: 5-15µg/L	32µg/L in February
Hypolimnion Temperature	<15°C	Average: 9.6°C; Maximum: 13.9°C
Dissolved Oxygen	>5mg/L 1m above sediment	Average: 3.64mg/L; Minimum: 0.01mg/L
Secchi Depth	>1.9m	Average: 2.77m; Minimum: 1.1m
Chlorophyll-a	Summer Average 1.5-2.5µg/L	Average: 5.9µg/L

Introduction

In November 2023, the CRD began operating a hypolimnetic oxygenation system (HOS) at Elk Lake in Saanich, BC. The overall objective of the system is to restore lake health and preserve the recreational values by improving dissolved oxygen (DO) levels in the hypolimnion during the summer, reducing internal phosphorus (P) loading and thereby reducing the frequency and duration of cyanobacteria (blue-green algae) blooms in the fall and winter after destratification of the lake. Improved DO levels may also have secondary benefits, such as improving habitat for native fish, but are not specifically tracked as part of this report. It should also be noted that reduction of invasive species, such as Eurasian milfoil, is not an anticipated result of oxygenation.

This 2025 annual report summarizes the project scope, activities completed, and lessons learned during the 2025 operational year. Plans for 2026 and beyond will also be discussed. This report is not meant to be a comprehensive review of lake water quality or watershed health; instead, the focus is on the direct and measurable impacts of the oxygenation in the hypolimnion.

Background

Elk/Beaver Lake Regional Park is located on the Saanich Peninsula, 12 kilometres (km) north of Victoria, BC, immediately west of Highway 17. The park is managed by the CRD which supports the year-round recreational use of the lakes through the provision of park facilities and services. The lakes also serve as critical aquatic habitat for the endangered western painted turtle and as headwaters of the Colquitz River, which supports a range of salmonids.

Elk Lake System

According to Northwest Hydraulic Consultants (NHC) (2021a), Elk and Beaver lakes can be divided into three separate limnological areas: Elk Lake, Beaver Lake and the shallow channel separating the two basins. The maximum depths at Elk and Beaver lakes are 18 metres (m) and 8m, respectively, which are influenced in part by the spillway of a dam constructed at the outlet of Beaver Lake. Maximum water levels generally occur in the winter and spring and may be reduced by 2m over the summer and fall, depending on precipitation levels. The primary input to Elk Lake is O'Donnel Creek at its northwest end, with minor inputs from natural surficial drainage channels around the perimeter of the lake.

Elk Lake is a monomictic lake that is typically thermally stratified from early May to early November. During the summer months, the thermocline is encountered at approximately 5m below the surface, while the top of the hypolimnion is encountered at approximately 8m below surface (Nordin 2015; NHC 2021b).

When thermally stratified, the density gradient between the epilimnion (surface waters) and the hypolimnion (deep waters) prevents the water layers from mixing and inhibits the oxygen transfer from the surface to deeper waters. The oxygen demand of organisms in the hypolimnion, primarily in the nutrient-rich sediments, can deplete the dissolved oxygen levels over the summer months. When the oxygen demand exceeds the available oxygen stored in the hypolimnion, this leads to anoxic conditions, halting the aerobic breakdown of sediments and allowing the release of nutrients, particularly phosphorus, into the water.

Elk Lake Water Quality Issues

Water quality issues at Elk/Beaver Lake were identified in the 1980s. Nutrient loading in the lakes can come from several sources, including external (e.g., creeks and surface runoff) and internal (e.g., lake bottom sediments). The oxygenation system is designed to target internal sources from the hypolimnion of Elk Lake only; more information on the multi-pronged approach for addressing other nutrient sources is presented in the Elk/Beaver Lake Watershed Management Plan (CRD 2020). Previous studies have suggested that hypolimnetic oxygen depletion in the summer months facilitates the internal release of phosphorus from lake bottom sediments, which contributes to cyanobacteria blooms in the fall when the lake de-stratifies and the nutrient-rich water from the hypolimnion mixes with the epilimnion. These effects can negatively impact recreational users of the lake and watershed health.

To support fish and aquatic species, the BC Water Quality Guidelines set a 30-day average dissolved oxygen target of 8 milligrams per litre (mg/L), with an instantaneous minimum of 5mg/L. Prior to the HOS being installed, data collected by Nordin in 2014 and 2015 and by the CRD since 2019 indicated the hypolimnion of Elk Lake was anoxic ($DO < 2\text{mg/L}$) during the period when the lake is stratified (approximately early May through end of October). Along with constraining the growth of fish and benthic organisms, the resulting sediment nutrient releases lead to cyanobacteria blooms in the fall and winter. Therefore, the CRD committed to installing the HOS to help manage dissolved oxygen levels in Elk Lake during the summer while it is stratified. More information can be found in the Watershed Management Plan (CRD 2020).

Elk Lake Oxygenation System

In 2015, an interagency group was tasked with assessing the lake ecosystem health and recommending remedial options for Elk/Beaver Lake. In 2018, the CRD examined dredging, biological sequestration, aeration and oxygenation approaches to reduce internal phosphorus loading and increase hypolimnetic oxygen concentrations. A pilot project was originally considered for Beaver Lake in 2018 using down-flow bubble contact oxygenation technology but did not proceed due to budget constraints. From 2018 to 2021,

NHC conducted several studies to develop a remediation master plan to address impacts at Elk and Beaver lakes, including possible options for oxygenation of the hypolimnion at Elk Lake and a destratification system appropriate to promote mixing at Beaver Lake.

In 2021, Arcadis and Paul Gantzer completed additional sediment oxygen demand (SOD) studies and recommended two options for remediation of Elk Lake: side-stream saturation technology via a Speece cone or direct oxygenation (Arcadis 2021). It was Arcadis' opinion that direct oxygen injection would be effective, with lower capital and operating costs. Hence, CRD moved forward with the design and installation of a direct oxygenation system in 2023. It was resolved that staff would initiate efforts to first remediate Elk Lake before addressing Beaver Lake.

The design for Elk Lake is based on measured total hypolimnetic oxygen demand, of which about 90 percent (%) is determined by SOD. The SOD was measured to be 0.626 grams per square metre per day (g/m²/d) at 3.3 degrees Celsius (°C) (NHC 2021b). The maximum rate, adjusted to 20°C, is therefore 1.35g/m²/d. For the area under the thermocline, the corresponding maximum hypolimnetic oxygen demand is approximately 1,650 kilograms of oxygen per day (kg_{O₂}/d) in Elk Lake. This equates to a maximum volumetric injection flow target of 848 standard litres per minute (slpm) (or 30 standard cubic feet per minute [scfm]) of oxygen at a concentration of 95 percent by volume (%vol).

To meet the oxygen flow rate, two parallel oxygen-generating trains are used. Each train can generate 424 slpm (15 scfm) of 95 %O₂ and can be operated independently or in tandem to meet the target flow rates during different seasons. In the winter and spring, the system operates at approximately 142 slpm (5 scfm), 710 – 848 slpm (25 – 30 scfm) in the summer, and 284 – 425 slpm (10 – 15 scfm) in the fall. Flow adjustments are made depending on the presence and depth of the thermocline (i.e., how stratified the lake is). The goal is to inject as much oxygen as possible without inducing mixing of the hypolimnion with warmer waters above.

Each oxygen generation train is comprised of a 50 HP Ingersoll-Rand RS-37i rotary screw compressor, which feeds an AirSep AS-K pressure swing adsorption unit that removes nitrogen from the compressed air. The concentrated oxygen is stored in a receiver tank and delivered to the lake through an Alicat flow control valve that is adjusted to meet the target flow rate. These units are housed in a small building at the east end of Hamsterly Drive on the northeast shore of Elk Lake by Highway 17.

The in-lake components of the system include a 1400m long delivery line bundle that stretches out across the deepest part of Elk Lake near the north shore. The bundle of lines includes the main oxygen supply header (50mm diameter), a buoyancy line (75mm diameter) for raising the bundle during maintenance, a supplementary dosing line (32mm diameter) for optional amendments, and anchors spaced to hold the

lines in place on the lake bottom. Only the last 400m of the oxygen line contains perforated diffuser branches (25mm diameter) where the oxygen enters the water.

Additionally, a remote sensing buoy was placed in the deepest part of the lake, near the middle of the oxygen line, to continuously monitor dissolved oxygen and water temperature at three depths: 8m, 11m, and 15m. These sensors are used in conjunction with periodic manual water sampling to adjust oxygen flow rates and monitor water quality. A simplified map of the in-lake components is presented in Appendix A.

More detailed information on the setup and components of the oxygenation system can be found in the *2024 Arcadis Closure Report* (Arcadis 2024).

Project Summary

This report focuses on operations of the Elk Lake oxygenation system during the 2025 calendar year. Water quality data collected in 2025 is compared against previous years to assess the impact the system has had on the lake.

2025 Scope of Work

Through 2025, the second full year of operating the oxygenation system, the primary goals were to maximize uptime (number of hours of functional operation) and to collect data to assess the efficacy of the system. Steps were also taken to optimize flow rates and cost, with more planned for 2026. This report took the following steps to evaluate the impact of oxygenation on Elk Lake:

1. Data Review and Analysis:
 - Identify and assess any trends and significant water quality changes post-oxygenation to evaluate impacts of the oxygenation system.
 - Measure outcomes against key water quality objectives (WQO):
 - Average spring (pre-stratification) phosphorus reduced to 5-15 micrograms per litre (µg/L).
 - Hypolimnion temperature should not exceed 15°C.
 - DO should not be less than 5mg/L, 1m above sediment during summer.
 - Secchi depth must exceed 1.9m; and
 - Chlorophyll-a shall have a mean summer range of 1.5-2.5 µg/L.
 - Measure outcomes against operational targets of the oxygen generation system:
 - Flow rate targets.

- Timing of flow rate adjustments with respect to thermocline location.
 - Response of DO to flow adjustments.
 - Downtime and maintenance.
 - Cost of operating the system; and
 - Updates to the Operational and Maintenance Plan (if required).
 - Identify any other key parameters of interest to identify or assess any other unexpected impacts of the system on the water quality (e.g., nitrogen, turbidity, etc.).
2. Review the existing water quality and lake health monitoring plan and provide any recommendations/changes. The objectives are to ensure appropriate data is collected to support assessment of the water quality and lake health against WQO, and the assessment of the efficacy of the oxygenation system.
 3. Report on how the continuous dissolved oxygen data is informing the performance of the oxygenation system and describe changes in dissolved oxygenation over time and how those may relate to natural processes versus the oxygenation system.

Project Team

Operation of the oxygenation system in 2025 involved CRD staff, supported by external water quality consultants as identified in Table 1.

Table 1. Project Team Members

Name	Key Individuals	Roles and Responsibilities
CRD Staff	• Jill Robinson (Regional Parks) • Cody Murray (Engineering Services) • Dean Lacey (Environmental Protection) • Barri Rudolph (Environmental Protection)	• Project management • Operational management • Water quality sampling • Analysis and reporting
Clarity Resources Group	• Paul Gantzer	• Operational support and guidance • Data analysis and reporting

Oxygenation System Operation

The following subsections describe the HOS as installed at Elk Lake. More history and details about why this system was chosen and how it was designed can be found in the Arcadis and Gantzer Water design and construction reports (Arcadis 2024).

System Overview

The main components used to deliver up to 1,650 kg/d of 95% oxygen to the bottom of Elk Lake are summarized in Table 2.

Table 2. HOS System Components

Component	Brand	Model	Specifications
Air Compressors (2)	Ingersoll-Rand	RS-37i-A118-TAS	- Direct drive, air cooled, rotary screw compressor - 50 HP, 575V/60Hz - 6,230 lpm @ 814 kPa (220 acfm @ 118 psig) - Integrated refrigerant dryer and filter system (TAS)
Compressed Air Receiver Tanks (2)	AirSep	N/A	- 1,098 l (290 gal) vertical steel tank - 940mm (24 inch) diameter by 2,020mm (80 inch) high - maximum pressure rating of 1,138 kPa (165 psig)
Oxygen Generators (2)	AirSep	AS-K900	- Pressure swing absorption unit - Up to 95.5% O₂ at 354-425 lpm (750-900 ft³/hr), 310-448 kPa (45-65 psig)
Oxygen Receiver Tanks (2)	AirSep	N/A	- ASME oxygen cleaned 1,098 l (290 gal) vertical tanks - 940mm (24 inch) diameter by 2,020mm (80 inch) high - maximum pressure rating of 1,138 kPa (165 psig)

Compressed Air Condensate Separator	Beko	Qwik-Pure 200	- 72L condensate filter for collection, filtration, and discharge of compressor condensate
Mass Flow Controller (2)	Alicat Scientific	MCR-500SLPM-D- DB9M-20X124/10M	- standalone mass flow controller calibrated to 95%O ₂ - 50-425 slpm range - +/-0.4% of reading + 0.2% of full scale
In-Lake Line Diffuser (1)	N/A	N/A	- 1400m bundle consisting of 50mm (2 inch) HDPE SDR 11 oxygen supply pipe, 75mm (3 inch) HDPE SDR 17 buoyancy pipe, 32mm (1.25 inch) HDPE SDR 11 coagulant pipe, saddle ties and 19mm (¾ inch) tee assemblies connected to perforated oxygen supply hoses located every 5m along diffuser length - A total of approximately 800m of 25mm (1 inch) extruded rubber porous hose (two lines of porous hose along the 400m length of the diffuser) - Orifice installed in each tee assembly sized to control flow to porous hose based on design flow and reservoir depth - 28kg concrete anchors connected every 5m to diffuser assembly with coated stainlesssteel cables or stainless-steel gear clamps

Remote In-lake DO Sensors (3)	In-Situ	0090930	- 3 RDO Pro-X optical dissolved oxygen sensors, along with Shore Science observation buoy, VuLink datalogger and telemetry, and associated cables and fittings - DO range 0-60mg/L - Accuracy +/-0.1mg/L up to 20mg/L - Powered by 3 D-cell batteries - Programmed to take a reading every 12 hours at noon and midnight each day
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System Operation Summary

In 2025, the Elk Lake oxygenation system generally operated at a low rate of 142 slpm (5 scfm) in the winter and spring, 710–848 slpm (25–30 scfm) in the summer, and 284–425 slpm (10–15 scfm) in the fall. Injected oxygen concentrations are kept between 90 and 95% since pure oxygen transfer is more efficient than air. For the same volume of gas, pure oxygen delivers about five times more oxygen to the water than air, which contains only 21% oxygen.

The line diffusers contain very small holes, which create equally small bubbles that allow for a low intensity of gas emission (sparging) that entrain relatively small vertical currents of water. This allows the oxygen to better dissolve in the hypolimnion and reduces the potential for mixing the water column, compared to aeration (a.k.a., destratification). At the depth of the location in Elk Lake, the oxygen transfer efficiency of the linear diffusers is estimated to be over 90% (Arcadis 2024).

Small residual bubbles may be observed at the surface of the lake above the diffuser line, but these predominantly contain nitrogen (Gantzer 2022). As a high-oxygen concentration bubble rises through the water column, the oxygen dissolves into the water, moving from an area of high concentration to low. Similarly, since there is little nitrogen in the bubble, nitrogen from the water column will diffuse into the bubble, although not at the same rate oxygen is transferring to the water column. As bubbles rise, nearly all the oxygen is dissolved into the surrounding water and any residual bubbles reaching the surface are mostly nitrogen.

Schedule of Events

A summary of the schedule of key events that occurred during the 2025 operational season is presented in Table 3.

Table 3. Summary Schedule of Events

Date	Description
January 2025	Flow remained set at 142 slpm (5 scfm)
February 2025	- Flow remained set at 142 slpm (5 scfm) - Regular compressor service completed by Wiseworth Canada February 4 - CBV876954: 8,606 hrs. - Noted overheating issue on initial ramp; recommended replacing thermal valve - CBV876955: 5,228 hrs. - Unit in good condition
March 2025	- Flow remained set at 142 slpm (5 scfm) - Regular AirSep AS-K service completed by Clarity Resources March 17 - In-lake diffuser line raised and serviced; numerous broken connections, which were repaired, and clogged hoses discovered - System shutdown until issues rectified
April 2025	- Wiseworth Canada replaced thermal valves in both air compressors April 3 - CIMCO Refrigeration serviced CBV876954 air dryer April 3 - System restarted but pressure restricted to 345 kPa (50 psig) to avoid further issues with diffuser line - Maximum flow achieved 170 slpm (6 scfm) - Second Alicat mass-flow controller installed April 9; flow from each AS-K now individually controlled
May 2025	- Maximum allowable pressure increased to 385 kPa (56 psig) - Maximum flow achieved 198 slpm (7 scfm)
June 2025	- Perforated hoses along diffuser line replaced by Clarity Resources June 6 - New hoses are sized for better flow and feature anti-clog construction

Date	Description
	– Repositioning of diffuser line on bottom of lake successful; line is in near-optimal position • Flow set to 566 slpm (20 scfm) – Bubble pattern on surface of lake indicated good flow distribution
July 2025	• Flow set to 610 slpm (21.5 scfm) • Pilot solenoid valve on Equalization Valve of AS-K #2 failure July 3 – AS-K #2 shutdown until valve replaced – AS-K #1 remained functional; total system capacity reduced to 305 slpm (10.8 scfm) with only one oxygen generator operating
August 2025	• AS-K #2 pilot valve replaced August 12; unit restarted • System flow returned to 610 slpm (21.5 scfm)
September 2025	• Flow remained at 610 slpm (21.5 scfm)
October 2025	• Flow remained 610 slpm (21.5 scfm) • Regular service completed on air compressors by Wiseworth Canada October 1 – CBV876954: 11,979 hrs. – CBV876955: 8,694 hrs. • Flow reduced to 225 slpm (8 scfm) October 31; lake has de-stratified
November 2025	• Flow remained at 225 slpm (8 scfm)
December 2025	• Flow remained at 225 slpm (8 scfm)

System Operational Issues and Solutions

As noted in Table 3, there were some equipment and operational issues identified throughout 2025 that are described below along with corrective actions taken or plans to rectify them:

- Compressor thermal valve replacement(s)—thermal valves regulate oil temperature in rotary screw compressors and are particularly important during initial ramp-up when starting or coming out of standby. Heavy cycling can wear these valves and prevent them from opening properly, resulting in compressor overheating. These were identified as a likely wear item in early 2025 due to continuous use throughout the year. Instead of waiting for the valves to show signs of wear, the maintenance plan will incorporate replacing them once per year, typically in the spring.

- Second mass flow controller added—to better balance flow from each of the separate oxygen generators, a second Alicat flow controller was added in April. Each oxygen generator now has its own dedicated flow controller, and flow is combined afterwards as it enters the diffuser line.
- Diffuser line maintenance—the line was floated in March to investigate a suspected broken branch line causing localized increased bubbling. More breaks were discovered along with clogged lines, which was also causing increased back pressure in the system. Clarity Resources elected to replace all the porous hose sections with more robust tubing and fittings. This work was completed under warranty in early June. The bubble patterns and system backpressures have been very good since.
- Equalization valve failure—the pilot valve that controlled the main pneumatic equalization valve of the second oxygen generator failed in early July. This valve enables the pressure in the adsorbers to equalize after product oxygen exits. When it fails, the adsorbers can't cycle properly, so oxygen is not produced. Typically, these valves are readily available but were backordered at the time, so the second generator was offline until early August. Shelf spares are now kept in the oxygenation building.
- Maximum achievable oxygen flow rate below target—the combined oxygen generation trains were designed to achieve 848slpm (30scfm), which corresponded to the target mass of oxygen required to satisfy the hypolimnion demand (1650 kg_{O2}/d). However, over the summer of 2025, each train could only reliably achieve a maximum flow rate of 305slpm (10.8scfm) for a combined maximum of 610slpm (21.5scfm). Above this flow, the oxygen concentration would fall below 90%vol causing the generators to alarm and shut off.
 - Adjustments to some operating settings may improve maximum operating efficiency. For example, it is possible that the refrigerant dryers on the air compressors are cooling the incoming air below the optimal adsorption efficiency temperature for the oxygen generators. For 2026, the discharge temperature of the refrigerant dryers will be raised from 2°C to 4°C, and the impact on maximum flow will be assessed.
- System telemetry and staff response time—there is no telemetry or remote-control capabilities associated with any components of the oxygenation system. While staff make weekly routine visits to the system, if an alarm sounds in the building, staff may not become aware of the situation for days. Plans for upgrading the controls and adding telemetry to the system are being discussed and may be implemented in 2026 when additional funding becomes available.

Water Quality Monitoring

Water sampling events were completed by CRD Environmental Protection staff throughout 2025 at two locations in Elk Lake. The main sampling point (known as ELK02 at approximately 48.53057°N, 123.40314°W) has been the primary location in previous years, but in 2025 a second location (known as ELK04 at approximately 48.52867°N, 123.39474°W) was added to assess dispersion of dissolved oxygen away from the diffuser line. Samples and water quality parameters were taken starting at the surface and at 1m depth increments to the bottom (~16m at ELK02 and ~12m at ELK04). Parameters and analytes are presented in Table 4. Additional environmental monitoring and sampling was completed by the Beaver Elk Environmental Stewards (BEES) at inputs into the lake, including O'Donnell Creek and Haliburton Creek, and in Beaver Lake. The BEES' data is not as frequent nor as directly relevant to the oxygenation system performance and so is therefore not discussed in this report. It may be included in an overall watershed health update report in the future.

Table 4: Elk Lake Sampling Parameters

Parameter	Depth(s)	
	ELK02	ELK04
Field Meters		
Dissolved Oxygen	Profile	Profile
Temperature	Profile	Profile
pH	Profile	Profile
Conductivity	Profile	Profile
Secchi (clarity)	Surface	Surface
Turbidity	Surface/Depth	Surface/Depth
Lab Analyses		
Total Phosphorous	Surface/Depth	None
Nitrogen (Total, NO ₂ , NO ₃ , NH ₄)	Surface/Depth	None
Dissolved Organic Carbon	Surface/Depth	None
Chlorophyll-a	Surface/Depth	None

The frequency of sampling events changed throughout the year. ELK02 was sampled twice monthly between March and October to better monitor the water quality and thermocline changes throughout the

summer. The first sampling event for ELK04 was in June and occurred monthly thereafter. Sampling dates are listed below in Table 5.

Table 5: Water Quality Sampling Dates and Locations

Date	Location(s) Sampled	
February 27, 2025	ELK02	
April 4, 2025	ELK02	
April 22, 2025	ELK02	
May 6, 2025	ELK02	
May 20, 2025	ELK02	
June 3, 2025	ELK02	
June 18, 2025	ELK02	ELK04
July 10, 2025	ELK02	
July 24, 2025	ELK02	ELK04
August 5, 2025	ELK02	
August 19, 2025	ELK02	ELK04
September 2, 2025	ELK02	
September 16, 2025	ELK02	ELK04
October 27, 2025	ELK02	
October 21, 2025	ELK02	ELK04
November 14, 2025	ELK02	ELK04
December 12, 2025	ELK02	ELK04

Lab analyses were completed by Bureau Veritas in Burnaby, except for Chlorophyll-a, which was done at the Calgary location. Field meters used by CRD staff included:

- YSI ProDSS for conductivity, temperature, pH/ORP, optical dissolved oxygen, and total algae-phyococyanin (TAL-PC)
- HACH 2100Q for turbidity
- Fieldmaster Secchi disk for transparency

Overview of Water Quality Targets

The primary goal of the oxygenation system is to help reduce the frequency and duration of cyanobacteria blooms in Elk Lake by reducing the availability of phosphorus in the hypolimnion. This is accomplished by eliminating anoxic conditions in the hypolimnion, which promote the aerobic degradation of sediments. The oxygenation system should also not disrupt the natural thermal stratification of the lake and should maintain suitable cold-water fish (trout) habitat. The water quality objectives that support these goals are:

- Average spring (pre-stratification) phosphorus reduced to 5-15µg/L.
- Hypolimnion temperature should not exceed 15°C.
- DO should not be less than 5mg/L, 1m above sediment.
- Secchi depth must exceed 1.9m; and
- Chlorophyll-a shall have a mean summer range of 1.5-2.5µg/L.

With regard to controlling internal phosphorus loading, it was stated in the August 2018 EBLI technical report (CRD 2018) that “The addition of oxygen at the sediment-water interface will address the release of iron and manganese (Fe/Mn)-bound phosphorus (up to 41%), organic-bound phosphorus (up to 59%)”. However, it is crucial to understand that oxygen maintenance to sequester phosphorus will only address the Fe/Mn-bound fraction but not the organic-bound fraction. This is a commonly misunderstood mechanism for using oxygen to manage phosphorus. As organic compounds are decomposed, having been previously bound with phosphorus, that phosphorus has the potential to be released to the water column. However, the portion of organic bound phosphorus that could be released to the water column has not been determined. Decomposition of organic matter does not necessarily result in release back into the water; it would largely be incorporated into the biomass of microbial decomposers, such as bacteria and fungi, as a consequence of nutrient cycling and then into the higher levels of the food chain, benthos and fish (Nordin 2015). This supports the strategy to monitor hypolimnion phosphorus following oxygenation before implementing any additional binding strategies.

Cyanobacteria Activity in 2025

Precise cyanobacteria bloom tracking over the entire lake is difficult. Small, isolated blooms may occur in sheltered bays and can drift depending on wind and current activity. The CRD, in coordination with Vancouver Island Health Authority (VIHA), periodically samples the shallow waters at Hamsterly and Eagle beaches for cyanobacteria biovolumes after a visible bloom has receded to confirm the areas are safe. However, these samples are driven by public health risks and are not specific to total lake bloom tracking. The CRD has plans to work with the University of Victoria to use satellite imagery to better assess and track blooms. This project is expected to be completed in late 2027.

In 2025, there was one significant and long-lasting bloom that covered the entire lake from approximately mid-April to mid-June. The bloom was atypical in appearance, being a more muted, dirty green colour compared to the usual vibrant green. This was likely caused by the strain of cyanobacteria dominating the bloom. This bloom was also noteworthy for coinciding with the Ironman triathlon event held on May 25, 2025, and causing the cancellation of the swim portion of the race.

Outside of the large May bloom, there was limited and/or isolated cyanobacteria activity reported in 2025. Other swim events took place without issue in the summer and feedback from the Elk Lake Rowing Club has been positive regarding water quality since oxygenation began.

Measured Environmental Data

Evaluation of trends of water quality and condition data must be done in the context of environmental data, which form external inputs to the lake system. Average climate patterns help establish long-term trends, while specific weather data helps explain acute events, such as the large bloom during the spring of 2025. The following environmental data was gathered from the sources identified in Table 6, with most coming from the Victoria Airport weather station, as it had the most complete data:

- Precipitation
- Wind
- Ambient Air Temperature

Table 6. Summary of Information Sources

Information	Source
Weather Information	Weather Underground https://www.wunderground.com/history/daily/ca/victoria/CYWH
Climate Information	Environment Canada Canadian Climate Normals https://climate.weather.gc.ca/climate_normals/

The information retrieved from these sources is summarized in the following sections and is presented as box plots to show the 1st and 3rd quartile, and median values as the boxes and whiskers representing the maximum and minimums of the data sets.

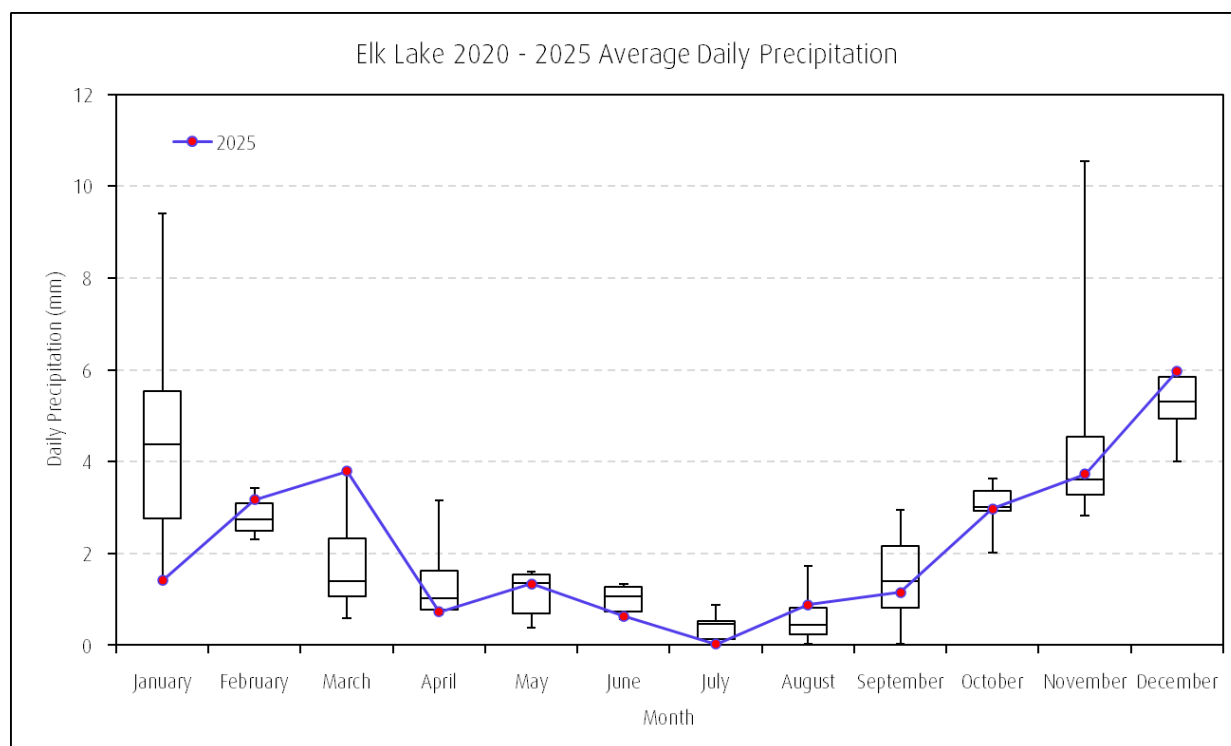
Precipitation

Average precipitation data was compiled for 2020 to 2025 and is presented in Figure 1. Additionally, for comparison, 2025 averages are superimposed as red dots and a blue line to show where the 2025 average precipitation rates fall on the historical trends. The most significant observation from this data is that March 2025 represented the maximum for that month over the past five years, with February also receiving above-average precipitation. Conversely, April 2025 saw the lowest average precipitation and had relatively clear skies.

Cloud Cover 8 can be used to quantify how clear the sky is, with 0 being perfectly sunny and 8 being complete cloud cover; 4 is considered partly cloudy or a mix of sun and clouds. The average score for April 2025 was 4, with only five days being considered mostly cloudy (score of 5 or higher).

High precipitation events increase nutrient runoff and external phosphorous loading in lakes (Province of BC 2022).

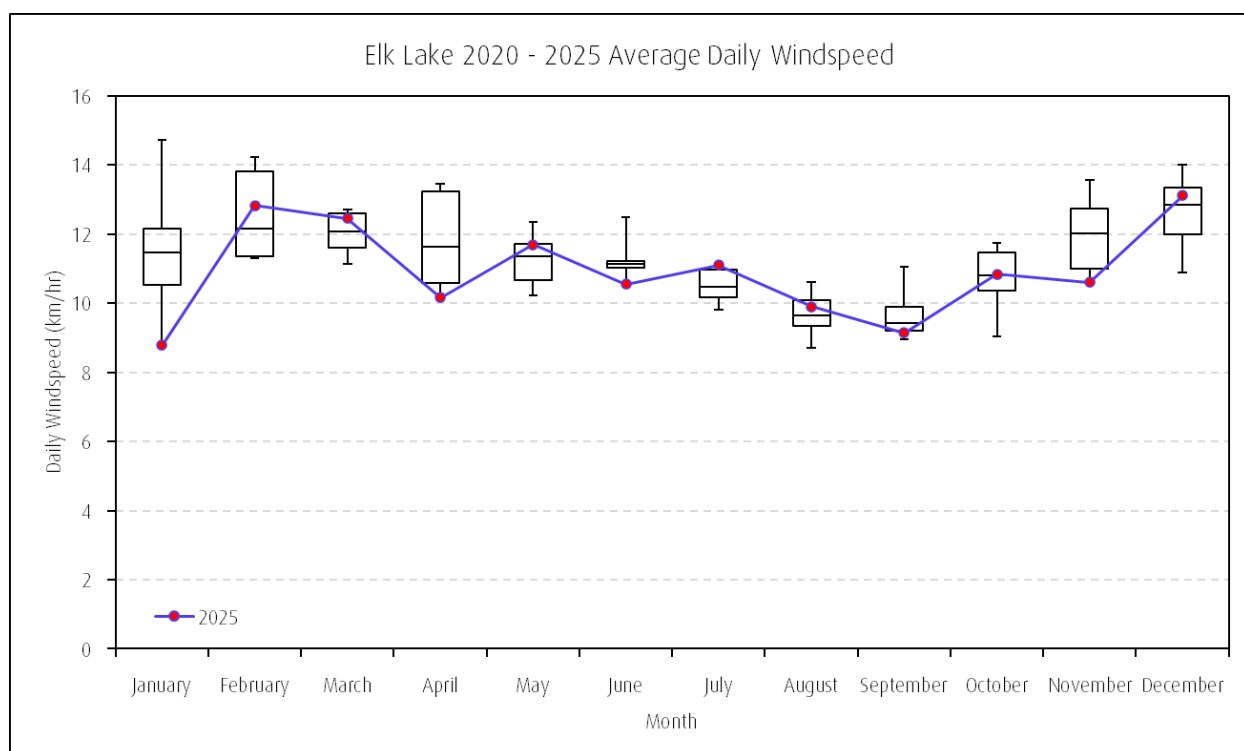
Figure 1. Average Daily Precipitation (2020-2025)



Wind

Average daily wind speed was calculated for the period between 2020 and 2025 and is presented in a box plot in Figure 2. Additionally, for comparison, 2025 wind averages are superimposed as red dots and a blue line to show where the 2025 wind speeds compare to the historical trends. Of note, April 2025 was the calmest (lowest wind speed) in the period analyzed. Calmer conditions generally favour algal bloom development, as the surface water can absorb more solar energy and mixes less with the water column (Province of BC 2022).

Figure 2. Average Daily Wind Speed (2020-2025)

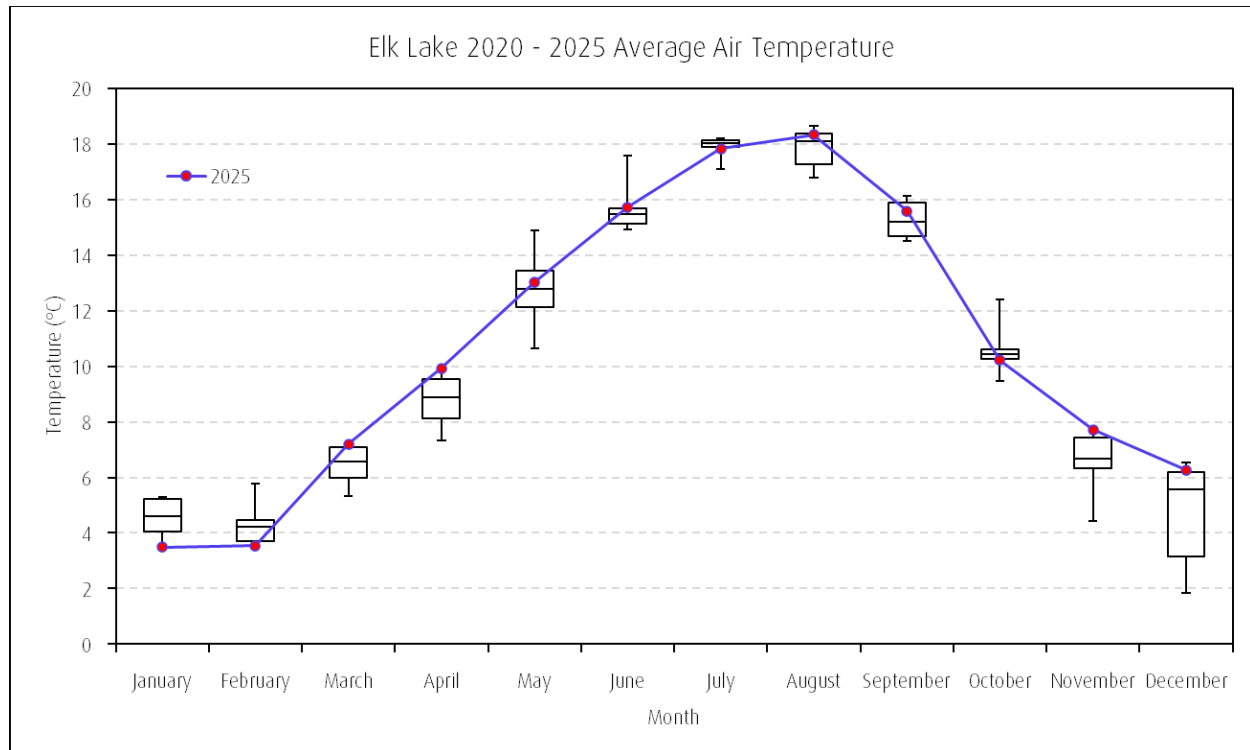


Ambient Air Temperature

Average monthly temperature was calculated for the period between 2020 and 2025 and is presented as a box plot in Figure 3. Monthly 2025 averages are overlaid and indicate that March and April were the warmest in the past five years with average temperatures of 7.2°C and 9.9°C, respectively. Additionally, the average daily high in April 2025 was 14.8°C and the average daily minimum was 5.0°C. Cyanobacteria are known to prefer warmer temperatures and abundant light (Province of BC 2022).

The warmer temperatures, sunny days, and calm conditions in April, combined with assumed increased external nutrient loading from the high amounts of rainfall in March, were likely the primary cause of the spring algae bloom in Elk Lake.

Figure 3: Average Monthly Temperatures (2020-2025)



Measured Lake Water Quality Data

As previously noted, consistent water quality data has been gathered at Elk Lake since 2019, except for 2023, due to funding constraints. Additional data exists before 2019 as well but is less consistent both with timing and locations. Monitoring since 2019 forms a good base of data for evaluation of water quality trends pre-operation of the oxygenation system (prior to 2024) and responses within its first two years of operation. While many parameters are analyzed (e.g., metals and E. coli), the most relevant water quality data to evaluate the efficacy of the system are:

- Dissolved Oxygen
- Temperature
- Nitrogen
- Phosphorous
- Turbidity
- Chlorophyll-a

A summary and evaluation of the data collected on the individual parameters is provided in the following sections. Where applicable, location data between ELK02 and ELK04 is compared to evaluate impacts of the system farther away from the active diffuser line.

Dissolved Oxygen

A summary contour plot of DO collected in Elk Lake from 2019 to the end of 2025, excluding 2023, is presented in Figure 4. The 2025 DO trends from the remote sensors are presented in Figure 5, along with key operational adjustments. In 2025, DO was observed to be low ($<2\text{mg/L}$) during early-July to mid-October. This can be primarily attributed to the equalization valve failure on one of the oxygen generators, which reduced the overall system capacity by half during July. The impact on hypolimnion phosphorus levels is discussed in detail in the phosphorus section of this report.

The target DO levels may not have been achieved for several possible reasons:

- the HOS was operating at 50% capacity during July due to an equalization valve failure on one of the oxygen generators.
- the maximum achievable flow rate from both oxygen generation trains was only 710slpm (25scfm), compared to the full design capacity of 848slpm (30scfm).

To address the reduced operating capacity, Clarity Resources performed several warranty upgrades during the spring 2025 service. Work included replacing all porous hose in the lake, shortening the piping between the air receivers and the oxygen generators, and by measuring the flow profile of the oxygen generators using one compressor and one air receiver, one compressor and two air receivers, and two compressors and two air receivers to identify any variation in the feed air profile to the oxygen generators. Ongoing testing of each compressor will be conducted to identify the actual delivery capacity to ensure they are achieving manufacturer specifications. Adjustments will be made to the oxygen generators to ensure maximum flow is achieved or to be able to identify the root cause of the current limited output capacity.

Figure 4. Dissolved Oxygen Depth Profiling (ELK02) (2019-2025)

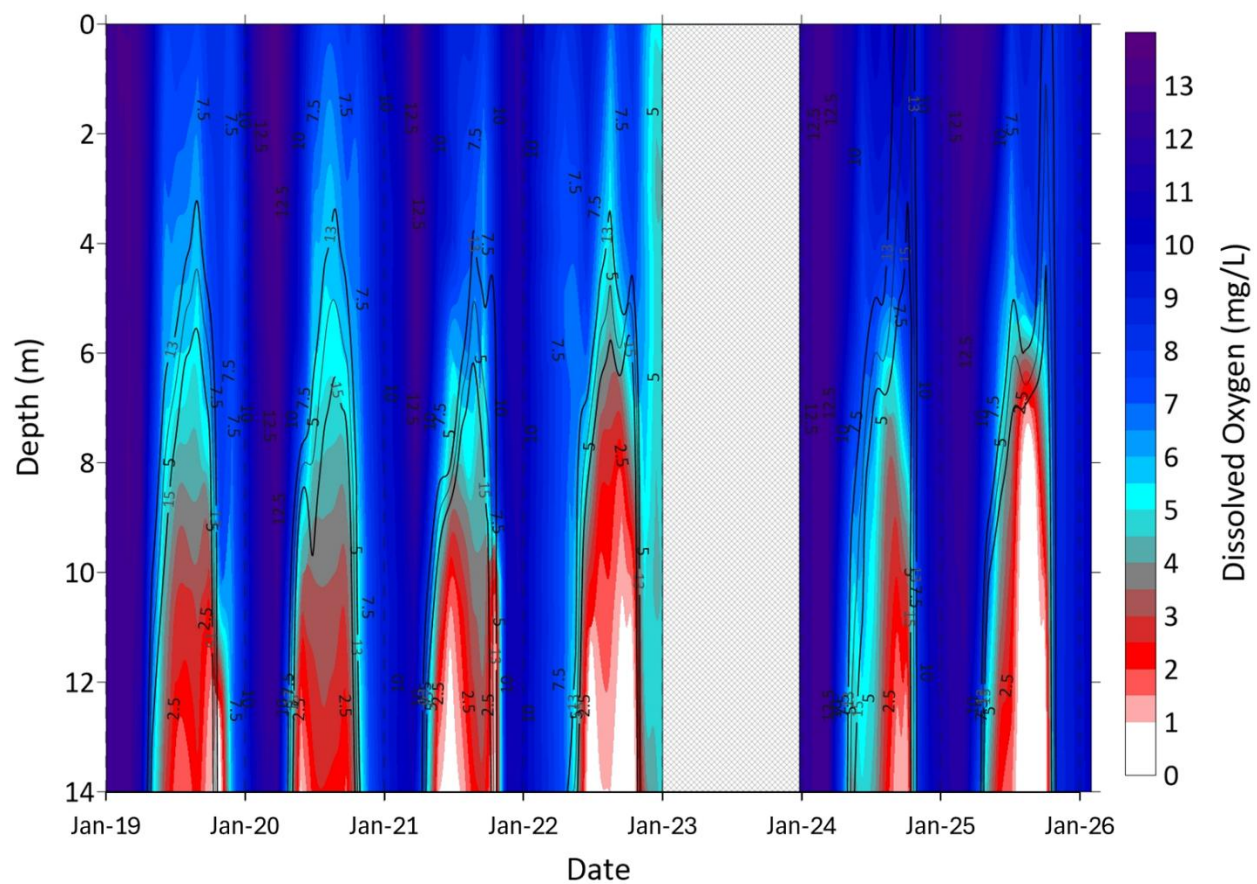
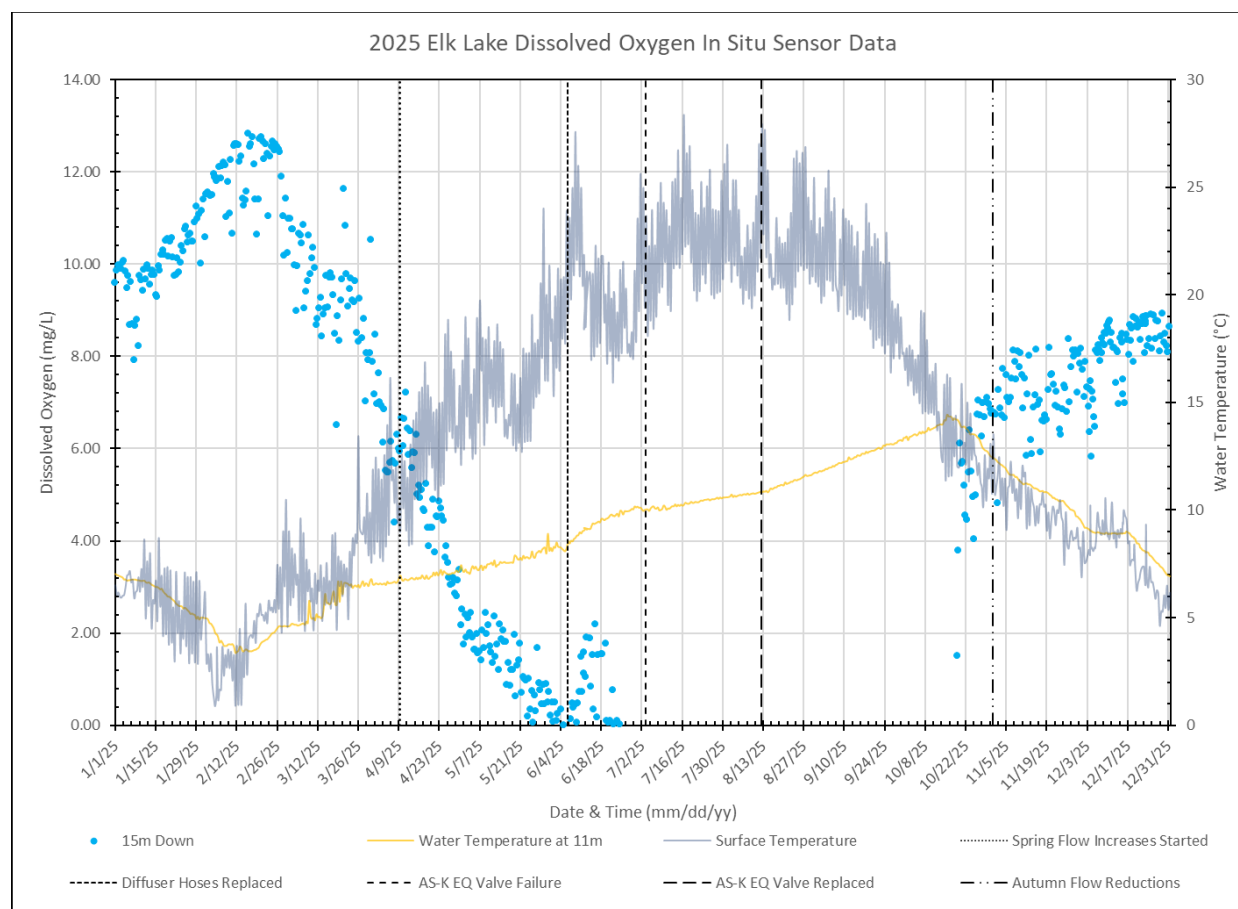
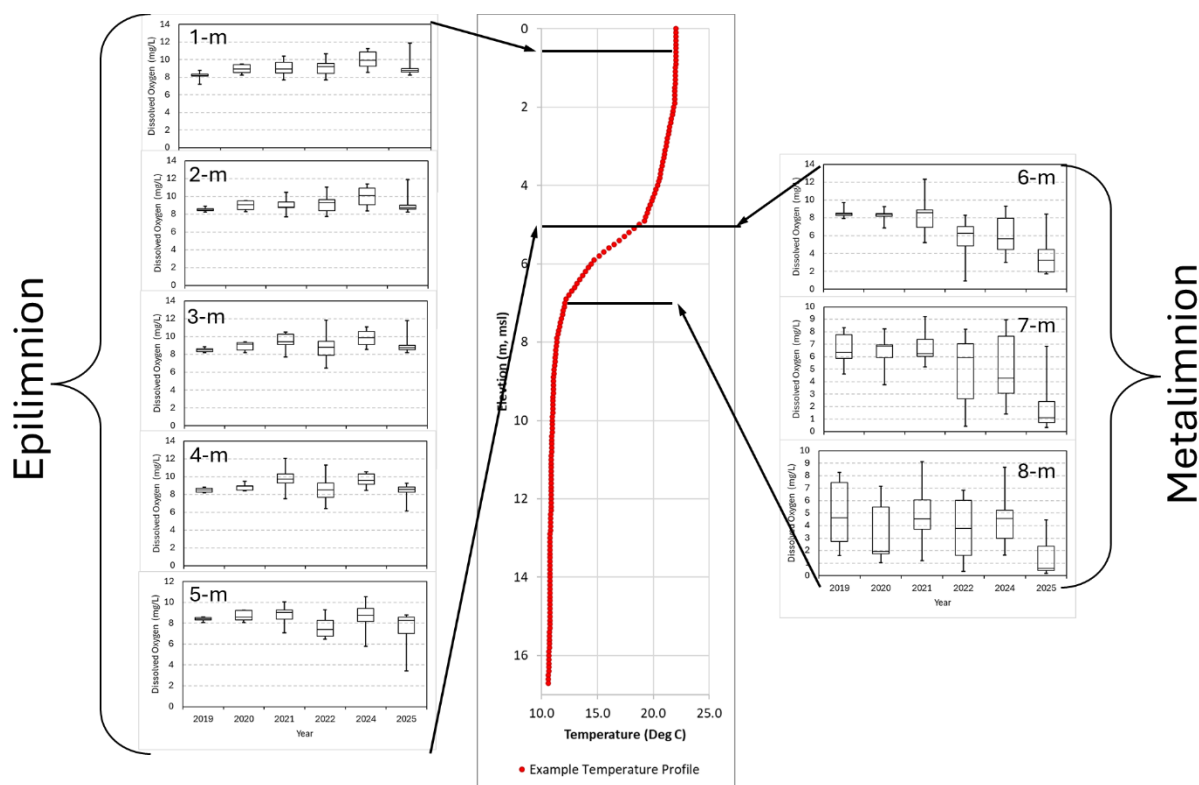


Figure 5: 2025 In Situ Sensor Dissolved Oxygen Data



As an alternate way to represent a summary of oxygen conditions, all DO data were summarized using box plots for each metre of data collected between June and October for the years data were available. This date range was chosen to eliminate bias between years when data were not available during earlier and later months. A 'generic' temperature data set was used to show the different regions of the water column: epilimnion, metalimnion (thermocline) and hypolimnion. Epilimnion and metalimnion data show very little difference between each year where data was collected. There does appear to be increasing variability in data from 2019 to 2025, which is evident in the increased box sizes. The 2025 hypolimnion data does not show as much improvement as observed in 2024, on account of oxygen delivery capacity during July 2025; however, the whisker portion of the plot shows improvement over years before HOS operation. There appears to be a slight downward trend in DO condition in the metalimnion; however, it is difficult to identify the cause of this observation. This could be due to environmental factors such as the onset of stratification early or the progression of the thermocline deeper in the water column.

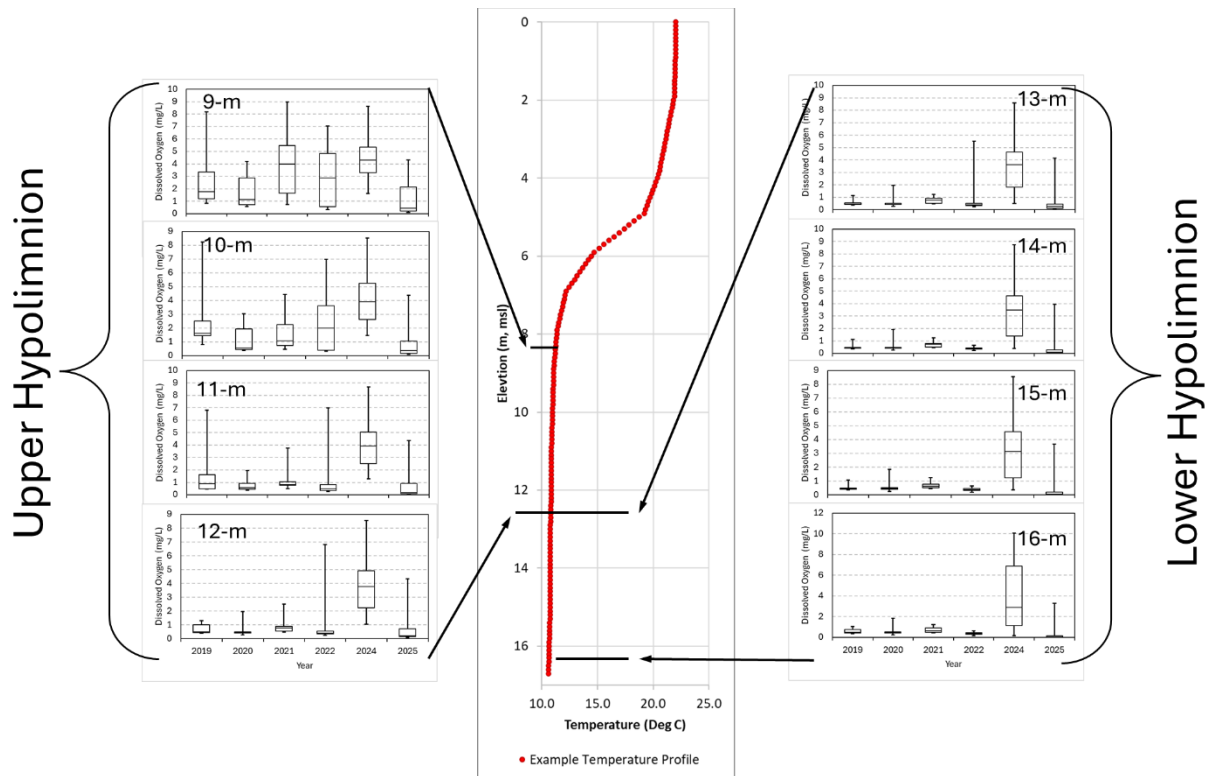
Figure 6. Dissolved Oxygen Annual Trends in Epi and Metalimnion (2019-2025)



The hypolimnion DO data were separated into upper and lower hypolimnion, each region representing a 4-metre depth range. All DO data measured in 2025 were observed to not be as high as 2024, which demonstrates the true impact of HOS operation not operating at capacity during July and trying to recover low DO once it occurs.

In 2025, anoxic conditions (average DO < 2mg/L) were not reached until mid-July and recovered by mid-October (approximately 3 months' duration). Historically, anoxia in the hypolimnion occurred in mid-May and lasted until late October (over a five-month duration). This suggests that the oxygenation system is achieving impactful gains in DO levels within the hypolimnion, even with some operational limitations in 2025.

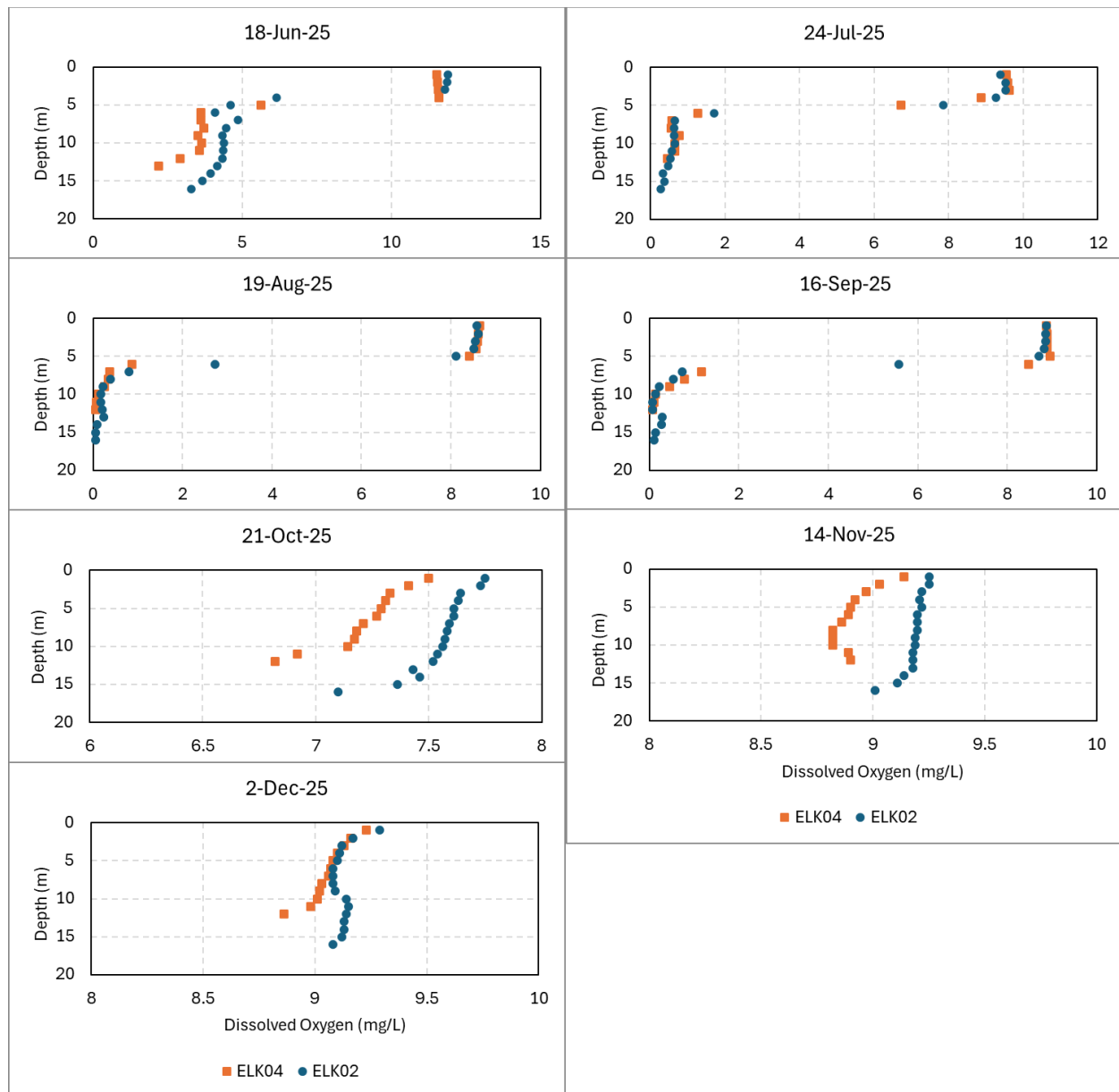
Figure 7. Dissolved Oxygen Annual Trends in Hypolimnion (2019-2025)



ELK02 vs. ELK04 Dissolved Oxygen Comparison

During 2025, a second monitoring site (ELK04) was added to identify oxygen distribution characteristics; a map of the locations is available in Appendix A. There are insignificant differences between the two sampling locations from June to September, while the lake was stratified, as shown in Figure 8. This demonstrates strong dispersion of dissolved oxygen throughout the hypolimnion during stratification, in response to oxygenation. There was a slight average difference of 0.3-0.5mg/L observed during late-season operation, evident in the October and November data. During late season, the lake was well mixed; however, the HOS was still operating. Overall, applied oxygen appears to be dispersing well throughout the hypolimnion and DO concentrations at both sampling locations are consistently above historical levels pre-oxygenation. The second location (ELK04) will continue to be monitored monthly in 2026 but will likely be removed in 2027.

Figure 8. Comparison of ELK02 and ELK04 Profile DO Measurements



Temperature

The hypolimnion water quality objective to maintain temperature below 15°C is driven by the optimum temperature ranges for salmonids (specifically cutthroat trout in Elk Lake) from the BC Water Quality Guidelines, as discussed in the Watershed Management Plan. During the design phase of the oxygenation system, there was concern regarding potential warming of the hypolimnion to greater than 15°C, which is discussed in the 2018 EBLI report. One misunderstanding is that the oxygen bubbles are adding heat to the hypolimnion because they are being injected at ambient atmospheric temperatures, which is typically much warmer than observed hypolimnion temperatures. The mass of an air bubble and relative thermal

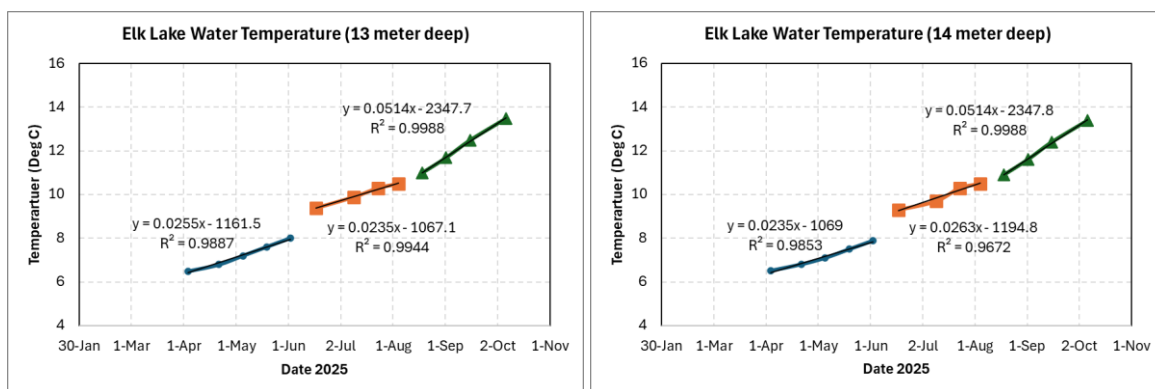
heat capacity compared to that of water is insignificant. However, hypolimnetic warming may be caused by cooler hypolimnion water being carried upward in the water column and mixing with warmer water at the base of the thermocline. The amount of hypolimnetic warming is therefore a function of applied gas flow rate, with higher flow rates resulting in more mixing, thus more warming.

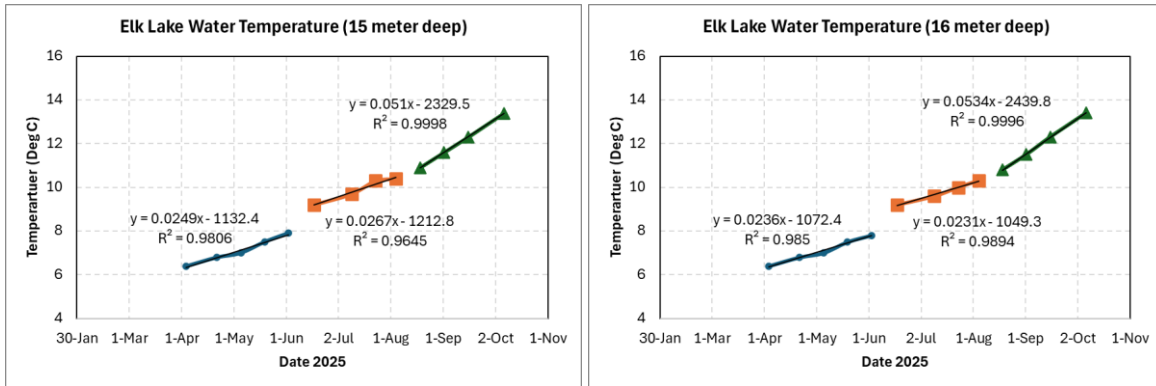
The oxygenation system operates on a continuous protocol, with the goal of never allowing DO in the hypolimnion to be depressed. The injection flow rates are modified according to DO and water column temperature data. Therefore, it is not expected to significantly influence higher warming rates of the hypolimnion. Additionally, since anaerobic decomposition is less efficient, it can contribute to deep water lake warming over time, while higher DO would facilitate aerobic decomposition and a cooling effect long-term.

Data collected during initial stratification in 2021 (Jan-Jun) on Elk Lake by NHC and the CRD were analyzed for temperature below 7m depth. Initial warming in the hypolimnion was calculated to be 0.022 degrees Celsius per day (°C/day) between January and April, decreasing to 0.0079°C/day between April and June.

During the second year of operating the oxygenation system (2025), warming rates in the hypolimnion, presented in Figure 9, are separated into three time periods: Apr-May (blue data points), Jul (orange data points), and Aug-Oct (green data points). These time periods apply to different applied gas flow rates to the lake, with the latter part of the year being nearly double. Initial warming rates were observed to be approximately 0.025 °C/day during early spring (Apr-May and Jul) when injection flows were lower, which are on par with historically observed rates, and then increased to 0.05 °C/day when the applied flow was increased.

Figure 9. Temperature Profile Measurements





A summary of the average and highest hypolimnion temperatures, 10m depth and below, from 2020 to 2022 and 2024 to 2025 is presented in Table 7. The warmest temperatures typically occurred in October, just before turnover. The highest observed hypolimnion temperature before fall turnover in 2025 was 13.9°C. While this is higher than pre-oxygenation observed maximums, it is slightly lower than 2024 values and still below the water quality objective. Operational monitoring of water temperature will be emphasized moving forward to prevent mixing of the hypolimnion induced by oxygen injection.

Table 7: Average and Maximum Temperatures of the Hypolimnion

	Average Hypolimnion Temperature (°C, below 10m)	Maximum Hypolimnion Temperature (°C, below 10m)
May - October 2020	7.5	10.9
May - October 2021	7.8	11.4
June - October 2022 ¹	8.9	10.5
May - October 2024	11.5	14.6
May - October 2025	10.5	13.9

¹ - No data available from May 2023

Nitrogen

Total nitrogen, ammonia (NH₃), and nitrate (NO₃) were analyzed from samples collected at 1m and 16m depths between 2019 and 2025 and presented in Figure 10 and Figure 11, respectively. Total nitrogen appeared to be slightly higher at 1m in 2024 and 2025 than in previous years; however, not at 16m. The 2025 surface nitrogen levels were elevated in the first half of the year and may have been influenced by weather related to more heavy rain events observed in March and May, as discussed in the Environmental

Data section and evident in the 2025 1-m turbidity data. The higher nitrogen levels at the surface in 2025 do not appear to be influenced by hypolimnion levels because hypolimnion levels in 2025 were lower than prior years and wind speeds were not observed to be significantly different in 2025 than prior years, ruling out possible increased mixing.

Hypolimnion nitrogen concentrations were observed to increase each year between 2019 and 2022 and appeared to be dominated by ammonia (nitrogen hydrides [NH_3]). Additionally, there appeared to be an upward trend in end-of-summer ammonia levels between 2019 and 2022. Ammonia levels in 2025 were observed to be lower than in previous years and remained below the BC Water Quality Guideline concentrations. Hypolimnion ammonia did increase slightly over the summer, which is expected given the low DO observed later in the summer. Nitrate was observed to be present during early summer and then decrease as DO levels were observed to be low. This is characteristic of the de-nitrification process under low DO conditions.

Figure 10. Shallow (1m) Nitrogen Concentrations

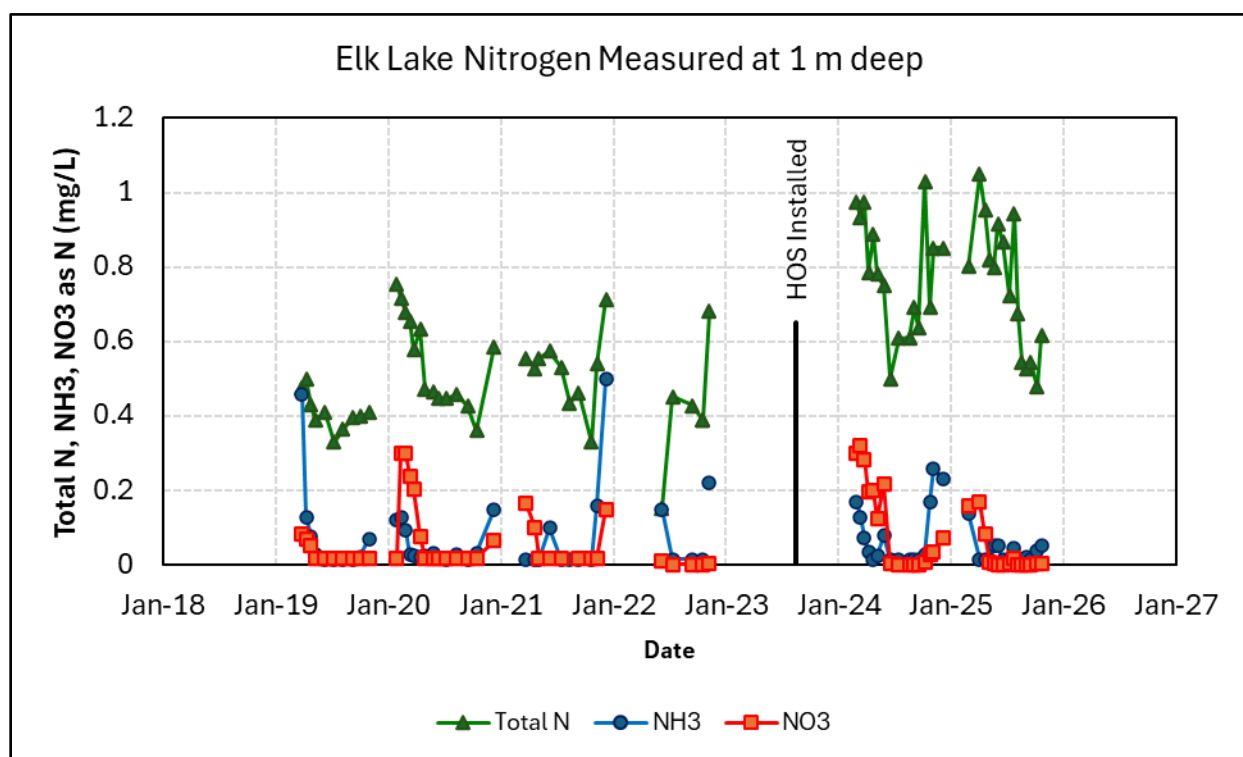
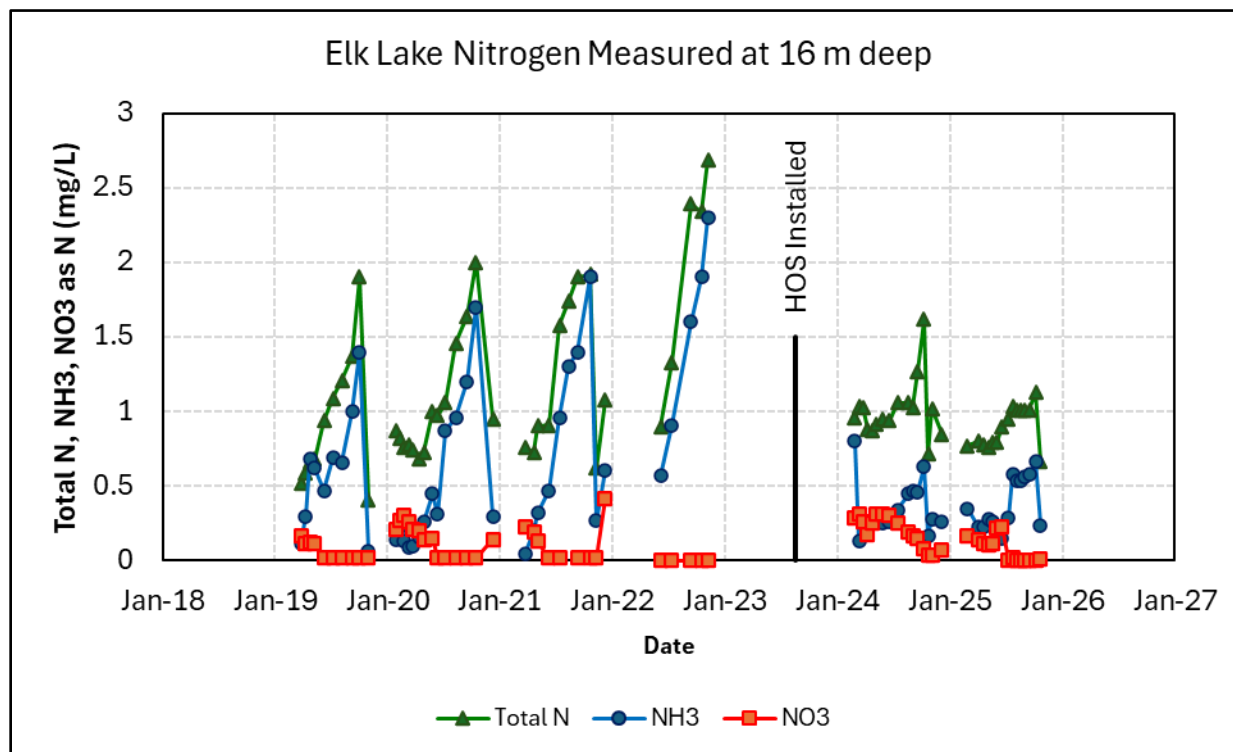


Figure 11. Deep (16m) Nitrogen Concentrations



Phosphorus

Total phosphorus data are presented in Figure 12 and Figure 13 for samples collected at 1m and 16m depths, respectively, between 2019 and 2025, excluding 2023. The hypolimnion data (Figure 13) has a green dotted line at 400 $\mu\text{g/L}$ that represents the predicted total phosphorus levels following HOS operation (Gantzer 2022).

In general, surface phosphorus data increases following fall turnover as the nutrient-rich hypolimnion water mixes with the epilimnion. The October data point in both surface and deep data sets are coloured red to show the same point in time for each year. Hypolimnion phosphorus data shows rapid decline following fall turnover for each year. Additionally, hypolimnion phosphorous data showed an increasing trend from 2019 to 2022. In 2024, values were observed to increase over the summer but only to a maximum concentration of 290 $\mu\text{g/L}$ compared to 1,800 $\mu\text{g/L}$ observed in 2022, which is >80% reduction in hypolimnion phosphorous observed at the 16m depth. In 2025, hypolimnion phosphorus concentrations showed a similar trend until July when the equalization valve failure occurred, limiting the oxygenation system to half capacity. As DO levels declined below 2mg/L, more phosphorus was released into the hypolimnion in July and August. However, with the oxygenation system back at full capacity in August, DO slowly recovered, and phosphorus was re-sequestered. By the end of September, phosphorus concentrations were below the predicted 400 $\mu\text{g/L}$, with an observed concentration of 290 $\mu\text{g/L}$ at the

end of October when the lake destratified. While the valve failure impacted operations during the height of summer, this data supports the principle that phosphorus can be re-sequestered with elevated DO concentrations. The oxygenation system was able to recover DO levels well enough to sequester enough phosphorus to achieve the target at fall turnover.

Surface phosphorus levels are driven by external loading, while bottom levels are driven by oxygen concentration. The phosphorus levels in the upper water column are shown to be higher in spring 2025 and decrease over the summer, which corresponds to the extreme rain event(s) that occurred in March followed by below-average rain during the following months.

Figure 12. Shallow (1m) Phosphorus Measurements

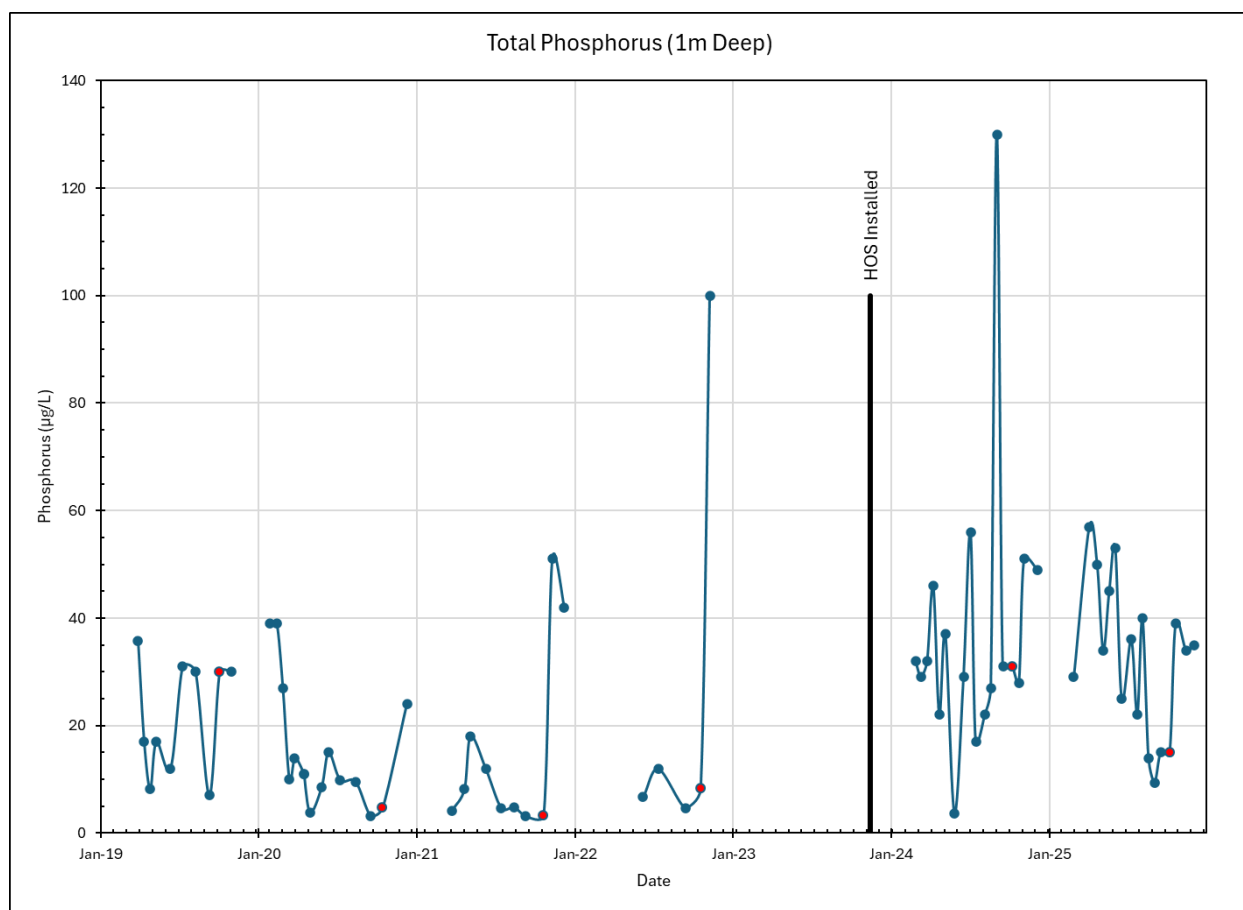
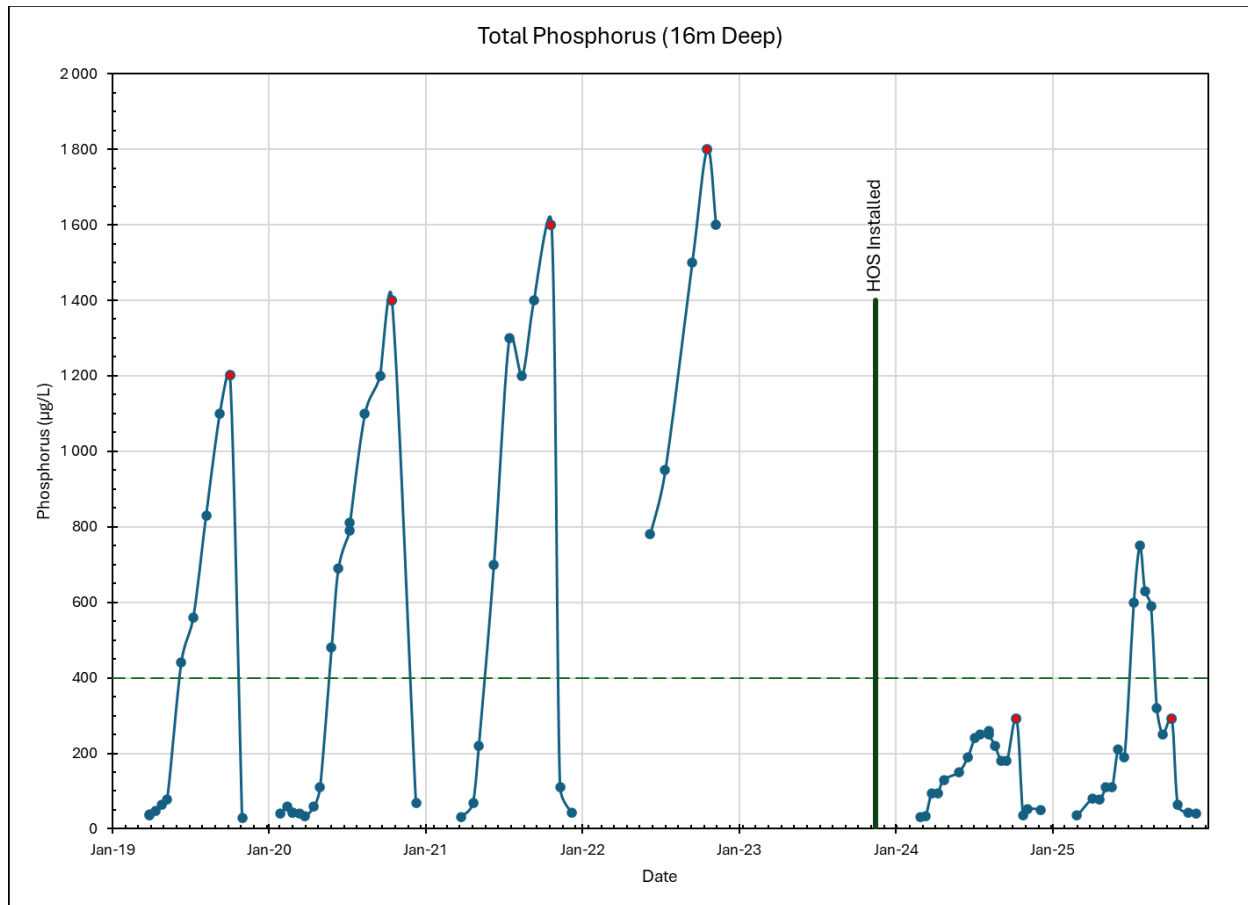


Figure 13. Deep (16m) Phosphorus Measurements



Note: May 7, 2024, hypolimnion data are included due to an erroneous high value that could not be validated with any other data.

Phosphorus Pre-Stratification

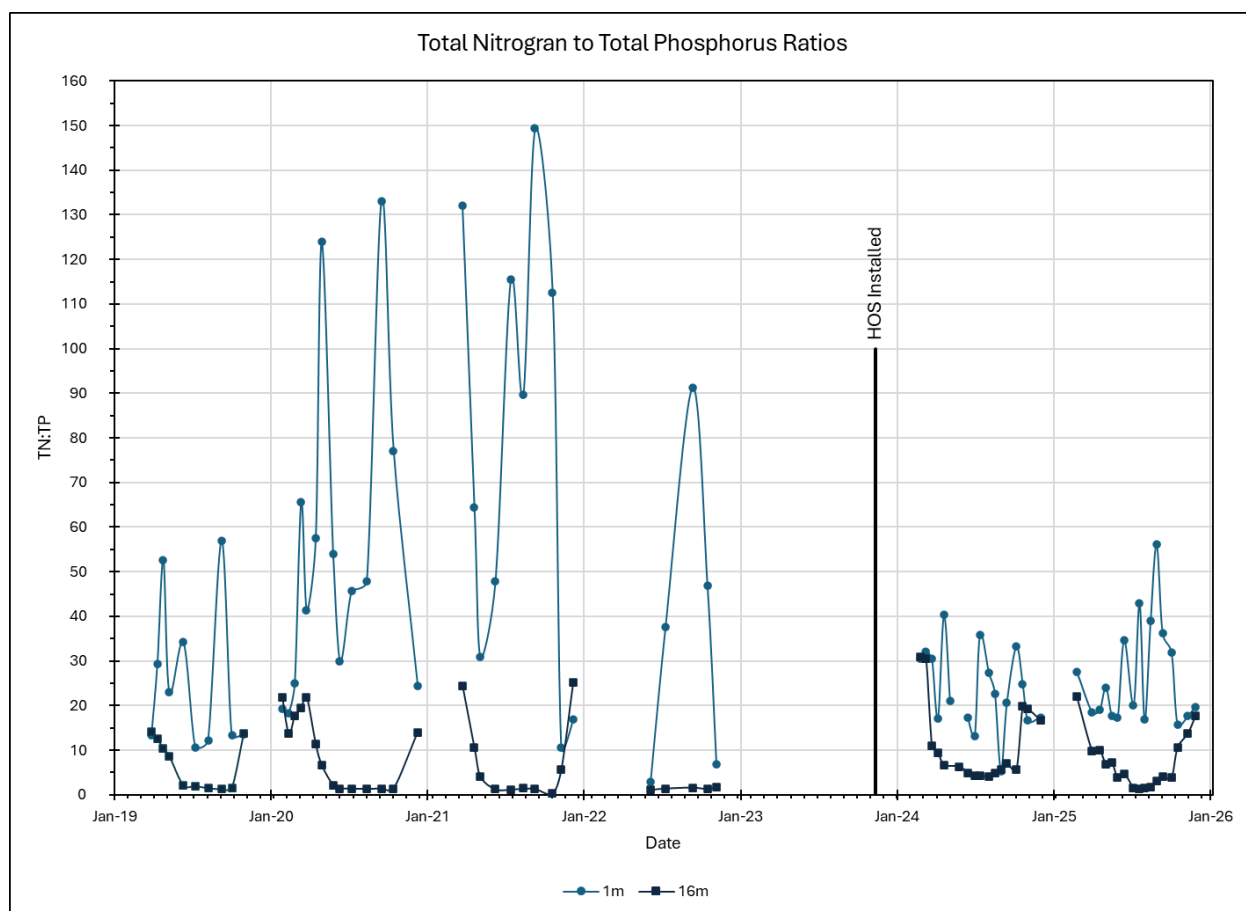
Spring phosphorus concentrations, when the lake is well mixed and homogeneous from surface to bottom, are what the WQO of 15µg/L is based on. Timing of the measurement can vary and must take an average of the surface and bottom concentrations before stratification. From 1980 through 2015, spring total phosphorus concentrations were observed to be increasing, with 2015 having a recorded high of 44µg/L (Nordin 2015). More recently, spring phosphorus concentrations were 36µg/L in March 2019 and 40µg/L in January 2020. Spring pre-stratification data is not available from 2021 through 2023. Post-oxygenation spring phosphorus concentrations have been 32µg/L in both February 2024 and 2025, suggesting some modest improvement though still well above the 15µg/L WQO.

Total Nitrogen to Total Phosphorus Ratios

Total nitrogen to total phosphorus mass ratios (TN:TP) can be used to understand relative limitations between the two nutrients and their effects on algal growth. While the exact threshold ratios can vary for

each specific water body, generally, TN:TP mass values less than 7 indicate that the aquatic system is nitrogen limited. This restricts growth in most algal species. However, because cyanobacteria can fix their own nitrogen from the atmosphere, low TN:TP values favour these bacteria and can lead to blue-green algal blooms in high phosphorus conditions. Co-limitation occurs up to TN:TP values of 30, where both nutrients influence algal activity. Above TN:TP values of 30, the aquatic system is phosphorus limited. The TN:TP ratios for both 1m and 16m samples from 2019 to 2025, excluding 2023, are presented in Figure 14.

Figure 14. TN:TP Ratios at 1m and 16m



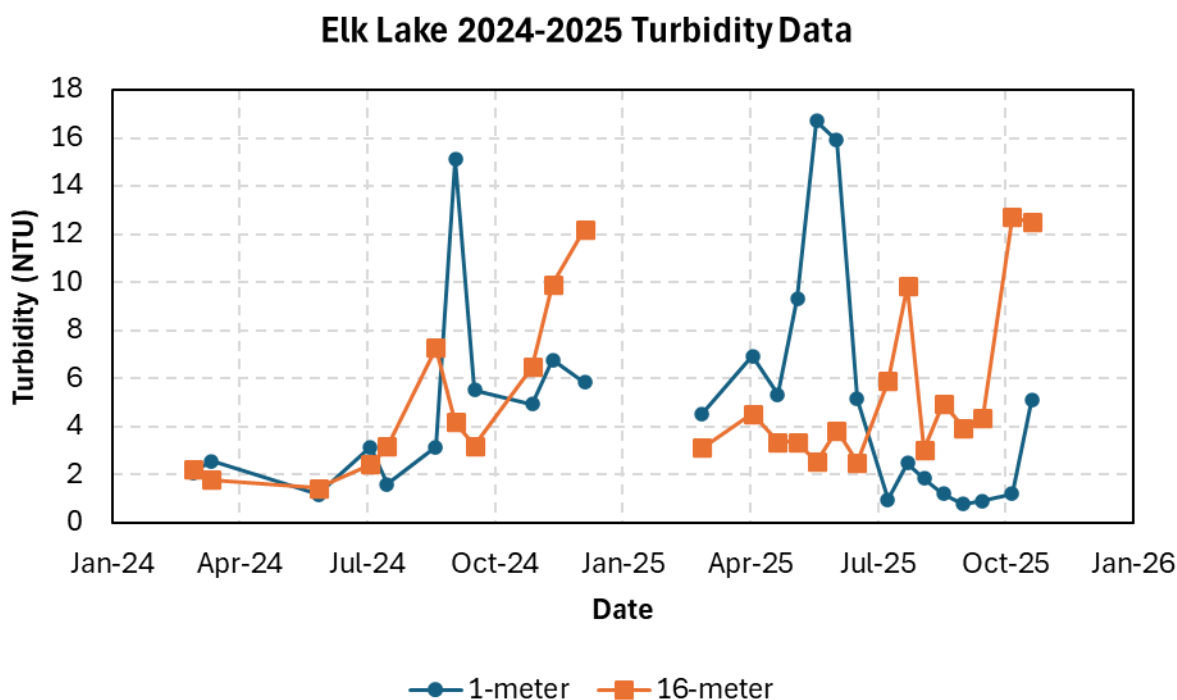
Results generally indicate that TN:TP ratios are shifting post-oxygenation. Shallow (1m) ratios have declined from being very phosphorus limited to fluctuating in the 10 to 40 range. Deep water (16m) summer ratios have also shifted post-oxygenation, increasing from very low (<2) to an average of 4 from

May to October. This suggests that oxygenation is making the hypolimnion less nitrogen limited, though it is still below the threshold of 7, where cyanobacteria are expected to dominate.

Turbidity

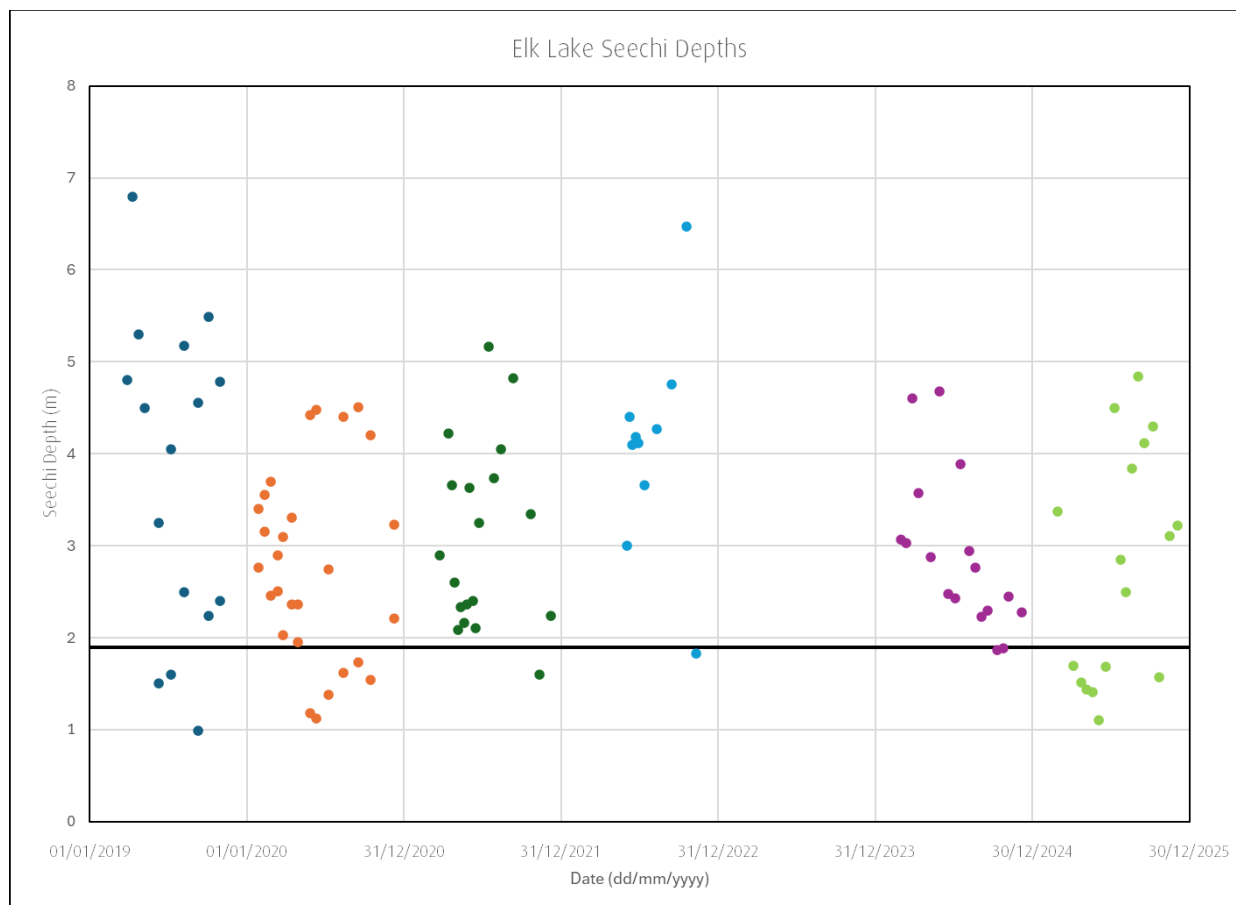
Turbidity is a measure of the amount of suspended particles, such as silt, algae, and other organic matter. Turbidity data from 2024 and 2025 are presented in Figure 15 and generally indicate that deep water (16m) readings were the same as or less than those observed at the surface (1m). This implies that injecting oxygen at the lakebed is not disturbing sediments to an impactful level. Shallow values were observed to be very high in the spring, correlating well with the May bloom, after which they remained low until the lake mixed in the fall. Deep values were observed slightly higher later in the year that correlate to when the lake mixed.

Figure 15. Shallow (1m) and Deep (16m) Turbidity Measurements



No turbidity data is available prior to 2024, but it will be an important metric to track moving forward. However, Secchi depth data is available for 2019 to 2022 and 2024 and 2025 and is presented in Figure 16. The WQO for Secchi depth is a minimum of 1.9m, represented by a black line in the figure, and was generally met in 2025, with exceptions through April to early June when the lake was experiencing the large bloom. There was also a shallow Secchi depth at the end of October 2025 of 1.57m, which likely corresponded with lake mixing (destratification). Secchi depths in 2025 appear consistent compared to historical values, suggesting no appreciable influence from the oxygenation system.

Figure 16: Secchi depths between 2019-2022 and 2024-2025

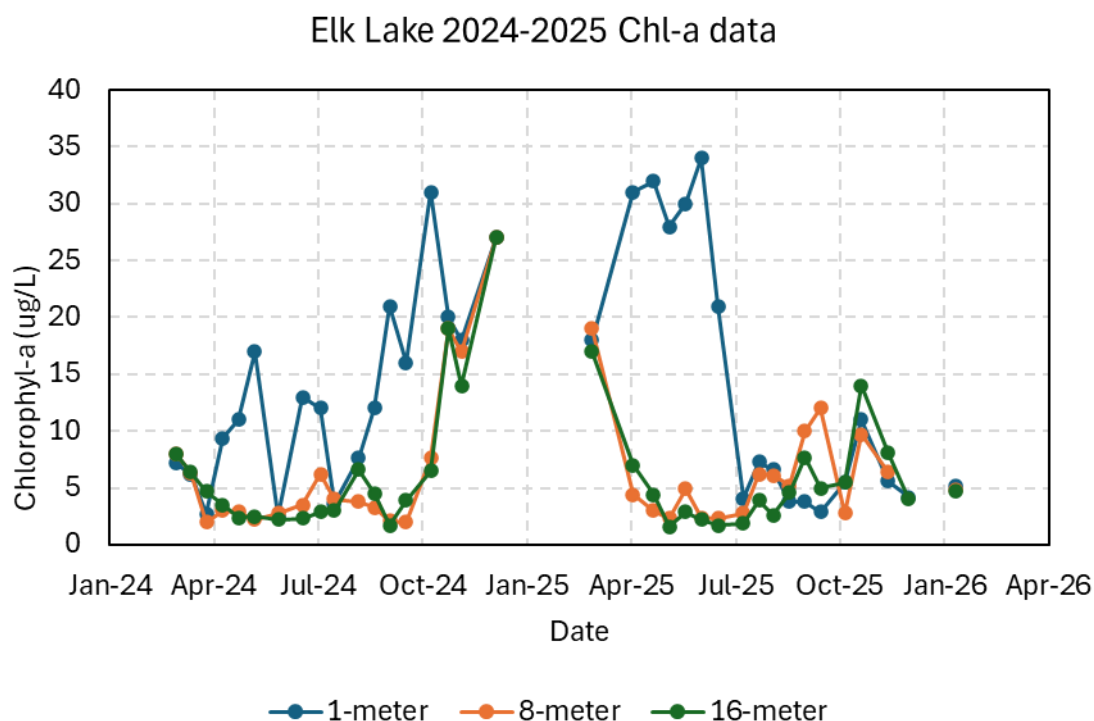


Chlorophyll-a

Chlorophyll-a concentrations can be used as an indicator of the number of photosynthetic organisms, such as cyanobacteria, growing in a waterbody (USEPA 2025). The Elk Lake WQO for chlorophyll-a is to have a mean summer range of 1.5-2.5µg/L. To compare against historical data discussed in the Water Quality Monitoring report, samples collected from 0m – 6m depths in July, August, and September are considered (CCS 2023). The average summer chlorophyll-a concentration for 2025 was 5.9 µg/L, using the available 1m and 8m data. This is almost half of the 2024 summer average (10.4 µg/L), but still above the WQO and historical averages.

The full profile data, presented in Figure 17, indicates lower chlorophyll-a readings at depth compared to the surface during the first half of the summer, with increasing readings throughout the water column following fall turnover. The elevated surface concentrations at the beginning of the year correspond to the heavy rains observed in early spring and the subsequent bloom observed. Figure 17 suggests that the oxygenation system is not impacting chlorophyll-a levels.

Figure 17. 2024-2025 Chlorophyll-a 1, 8, and 16-meter Measurements (ELK02)



Operating Costs

The operational budget for 2025 was conservatively estimated to accommodate some unknowns with warranty services and additional staff time, along with increased water quality monitoring to better assess responses in the lake (e.g., addition of second sampling location). The major expenses are listed in Table 8 along with their estimated budgets, actual costs, and recommended budgets for 2026. The 2026 budget estimates attempt to account for increased global economic uncertainties that may affect maintenance services.

Equipment maintenance costs were less than anticipated due to the warranty work involved with the diffuser line. The 2026 estimate should align with normal maintenance requirements. Consultant support in 2025 was limited to recommendations on flow rate adjustments, which will continue moving forward along with support for annual reporting and data analysis.

Table 8: Oxygenation System Operating Expenses

Operating Expense	Main Supplier	2025 Budget (CAD)	2025 Actual (CAD)	2026 Recommended Budget (CAD)
Electricity	BC Hydro	\$ 60,000	\$ 60,216.28	\$ 65,000
Equipment Maintenance	Wiseworth, CIMCO	\$ 40,000	\$ 32,689.22	\$ 35,000
Consultant Support	Clarity Resources	\$ 15,000	\$ 14,372	\$ 13,500
Water Quality Monitoring	CRD Environmental Protection	\$ 30,000	\$ 25,040	\$ 30,000
Operator Time	CRD Staff	\$ 30,000	\$ 27,791.50	\$ 30,000
Total		\$ 175,000	\$160,109	\$ 173,500

Electricity consumption is dominated by the air compressors and varied throughout 2025 depending on the target oxygen flow rates. During the summer months, with both oxygenation trains operating at full capacity, the system consumed a maximum of 62,214 kilowatt hours (kWh) per month with a peak demand of 86 kilowatts (kW). During the winter months, when only one oxygen generator was operating at reduced flows, energy consumption was as low as 5,109 kWh per month with a peak demand of 67 kW.

2025 Program Conclusions

The second full operational year of the Elk Lake hypolimnetic oxygenation system was generally consistent with expectations. There were some equipment issues associated with the warranty work on the diffuser line and the equalization valve failure in July. These issues have been rectified and operations since have been smooth. Lessons learned regarding flow adjustments and modifications to control structures will be implemented in 2026.

While Elk Lake still experienced algae blooms in 2025, including a major one during April and May, and the WQOs for DO and phosphorus were not achieved (see Table 9), improvements were observed compared to years before the system was installed. Environmental factors were likely a contributing cause of the spring algae bloom in Elk Lake. The equalization valve failure led to reduced hypolimnion DO levels in July and August, resulting in increased lake bottom phosphorous concentrations, but the data showed that phosphorus was sequestered again before fall turnover, after the system was repaired.

The hypolimnion phosphorous levels were reduced by 80% compared to pre-oxygenation years. Anoxic conditions were only present for three months in July through September, compared to five months from

May to October in previous years. The equalization valve issue reduced oxygen flow rates during July, which contributed to lower hypolimnion DO levels. No detrimental effects to temperature or turbidity were observed as a direct result of oxygenation. Overall, 2025 was considered a successful year of operation, and continued improvements are expected in 2026 and beyond.

Table 9: Summary of Water Quality Objectives and 2025 Values

Parameter	Objective	2025 Values at ELK02 Sampling Location	Pre-Oxygenation Values (2019-2022)
Total Phosphorus	Spring Average (Pre-Stratification) 5-15µg/L	32µg/L in February	>35µg/L
Hypolimnion Temperature	<15°C	Average: 9.6°C; Maximum: 13.9°C	Average: 8°C; Maximum: 11.4°C
Dissolved Oxygen	>5mg/L 1m above sediment	Average: 3.64mg/L; Minimum: 0.01mg/L	Average: 3.1mg/L Minimum: 0.16mg/L
Secchi Depth	>1.9m	Average: 2.77m; Minimum: 1.1m	Average: 3.25m; Minimum: 0.99m
Chlorophyll-a	Summer Average 1.5-2.5µg/L	Average: 5.9µg/L	Average: 5.28µg/L

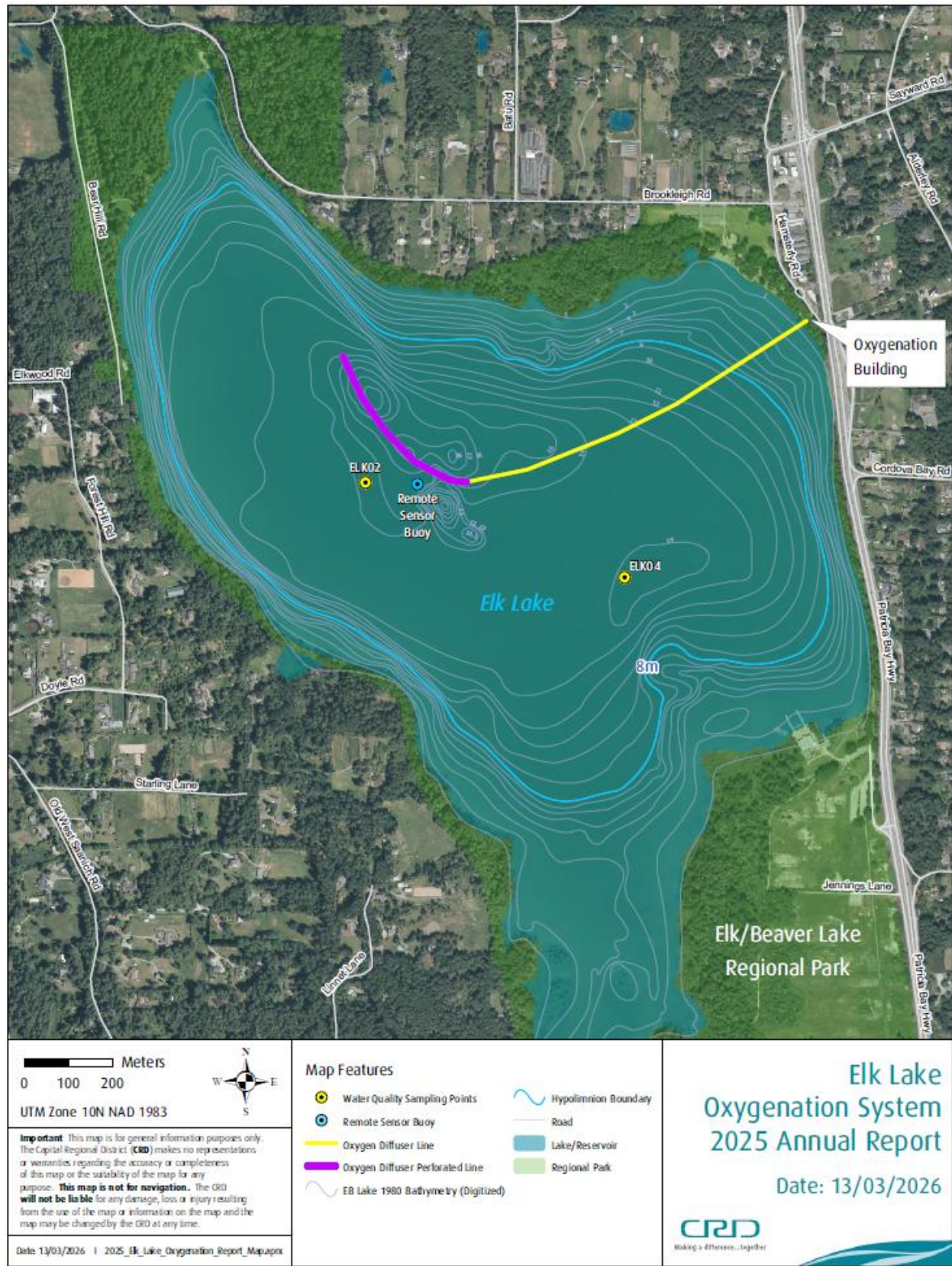
2026 Program Modifications

Based on the HOS operation in 2025, the following modifications to system operations were identified for the 2026 operational season:

- **Earlier flow rate ramp-up** – After review of the 2025 start-up data, it is possible and advantageous to start the seasonal increase in oxygen flow rates earlier in the year. This will increase the duration and, thereby, the overall volume of oxygen supplied to the lake system over the year. Care will need to be taken to not interrupt the development and stability of the thermocline.
- **Oxygen flow rate predictor program** – Clarity Resources will develop a program for operations staff to input regular monitoring data and that will advise on target oxygen flow rates based on lake conditions.
- **Remote monitoring and control of the onshore equipment** – Clarity Resources will design and install upgraded control infrastructure for the oxygen generators and flow control devices. These will allow for remote monitoring, alarm callouts, and remote flow adjustments. This should result in more consistent operations and reduced staff effort.

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Elk Lake Oxygenation System Annual Update

Regional Parks Committee
July 22, 2026

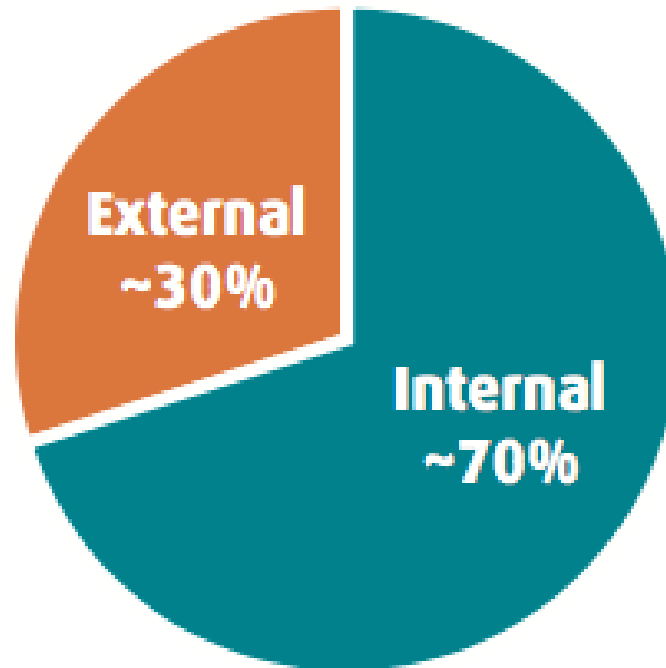
Agenda

1. Context
2. Oxygenation System Objectives
3. System Operation
4. System Evaluation
5. Operational Challenges
6. 2026 Interim Update
7. Next Steps



Context

Current Nutrient Contribution



Elk/Beaver Lake Watershed Management Plan

- Reduces external nutrient loading

In-Lake Remediation Plan

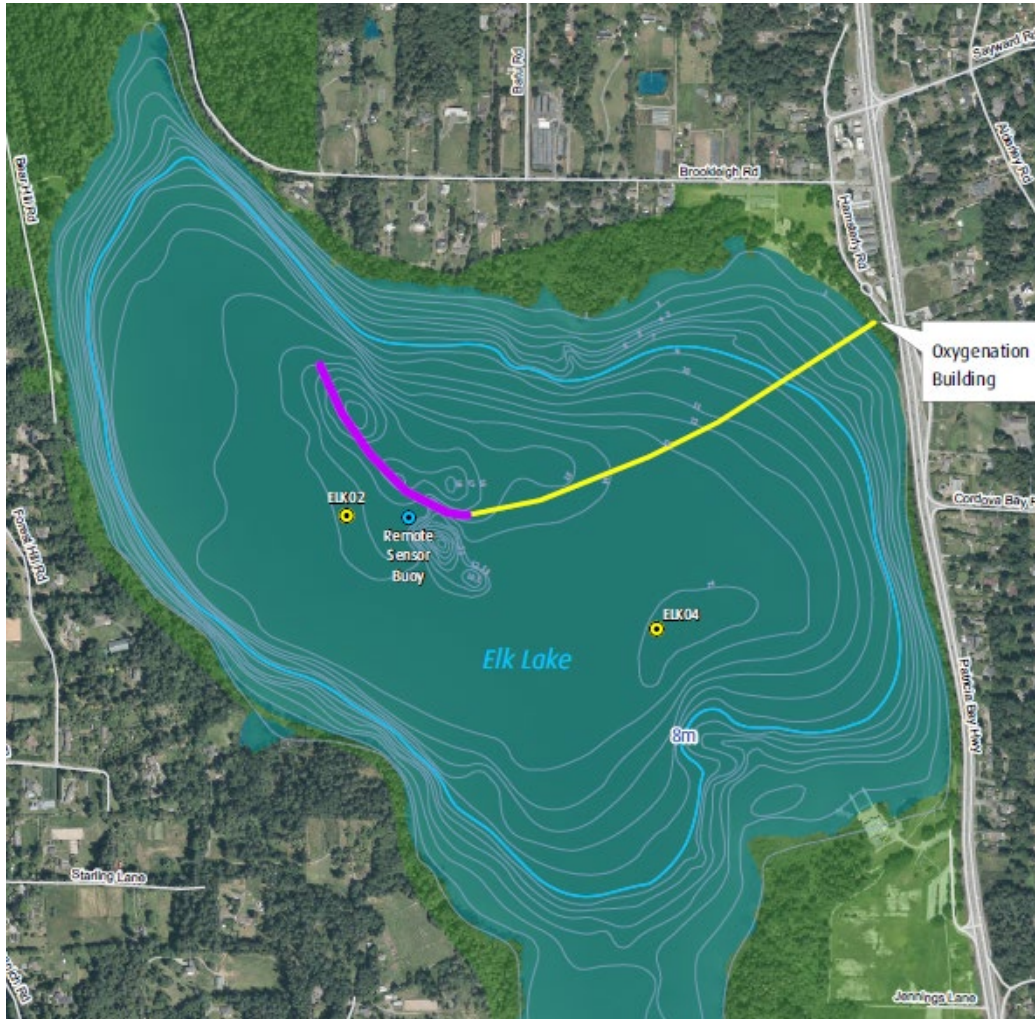
- Reduces internal nutrient loading

Oxygenation System Objectives

1. **Eliminate deep-water oxygen depletion (anoxia)**
 - Deep water dissolved oxygen should be more than 2mg/L (ideally more than 5mg/L)
2. **Decrease internal phosphorus loading**
 - Deep water total phosphorus should not exceed 50ug/L
3. **Maintain suitable cold-water native fish habitat**
 - Deep water temperature should not exceed 15°C
4. **Reduce frequency and duration of blue-green algae blooms**
 - Reduced park advisories for blooms

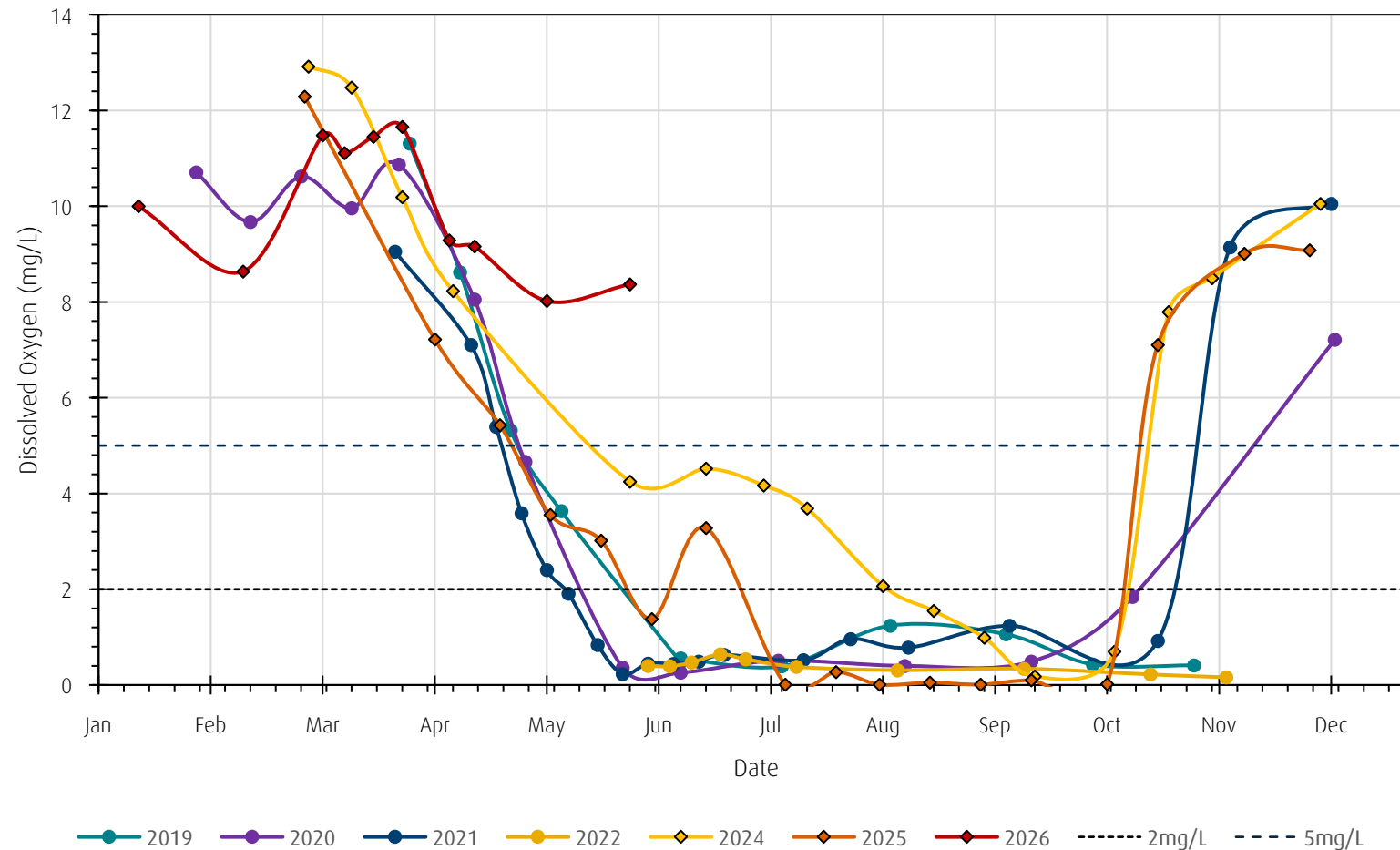


System Operation



System Evaluation

Dissolved Oxygen Comparison (16m)



Objective 1



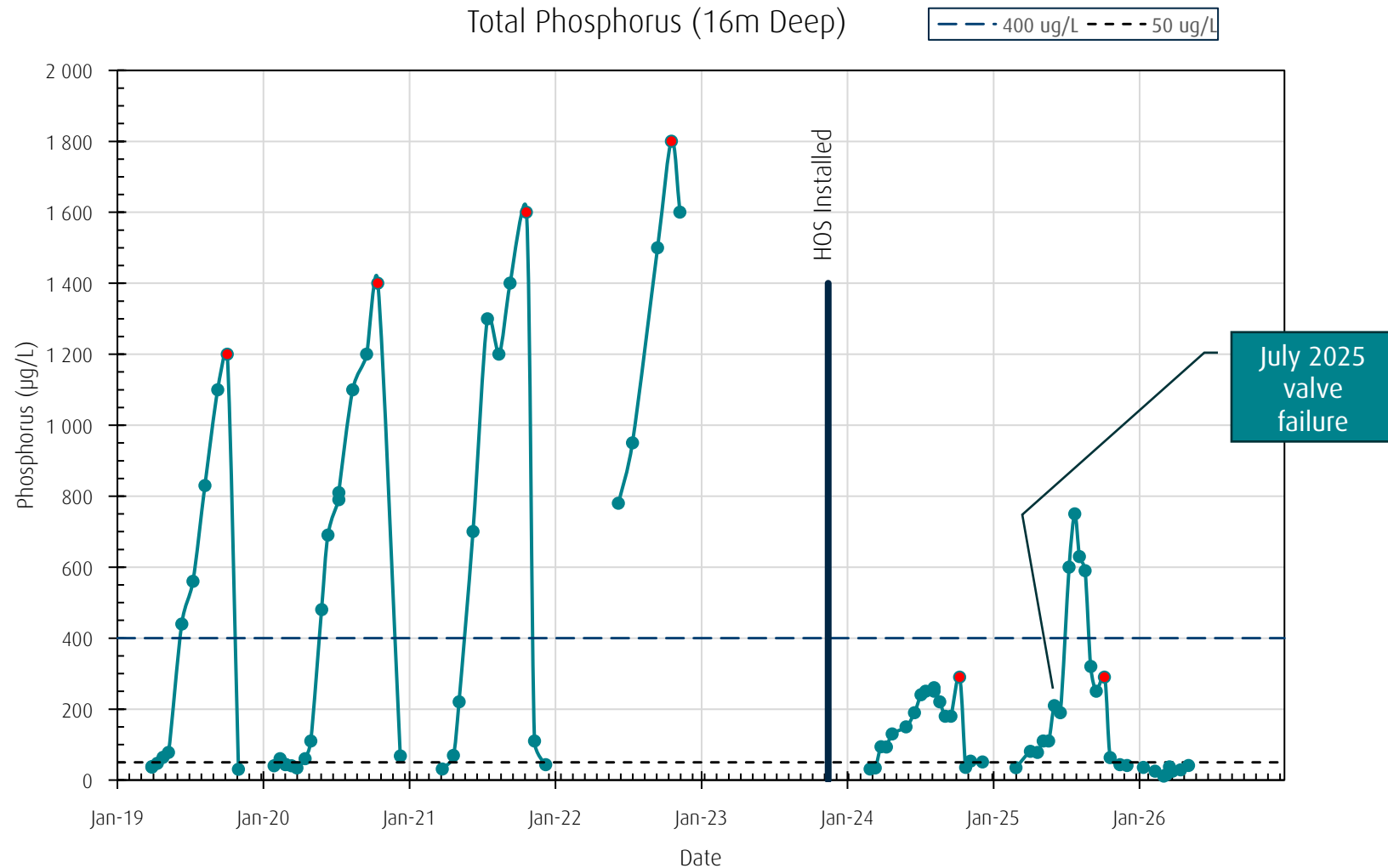
Eliminate deep-water oxygen depletion (anoxia)

Status: ON TRACK



Deep water dissolved oxygen of greater than 5mg/L was not achieved in 2025, but as of May 28, 2026, has not dropped below 8mg/L.

System Evaluation



Objective 2

🎯 Decrease internal phosphorus loading

✅ Status: **ACHIEVED**

80% reduction in deep water phosphorus levels at fall turnover (red dots).

System Evaluation

	Average Hypolimnion Temperature (°C, below 10m)	Maximum Hypolimnion Temperature (°C, below 10m)
May - October 2020	7.5	10.9
May - October 2021	7.8	11.4
June - October 2022 ¹	8.9	10.5
May - October 2024	11.5	14.6
May - October 2025	10.5	13.9

¹ - No data available from 2023

Objective 3



Maintain suitable cold-water native fish habitat

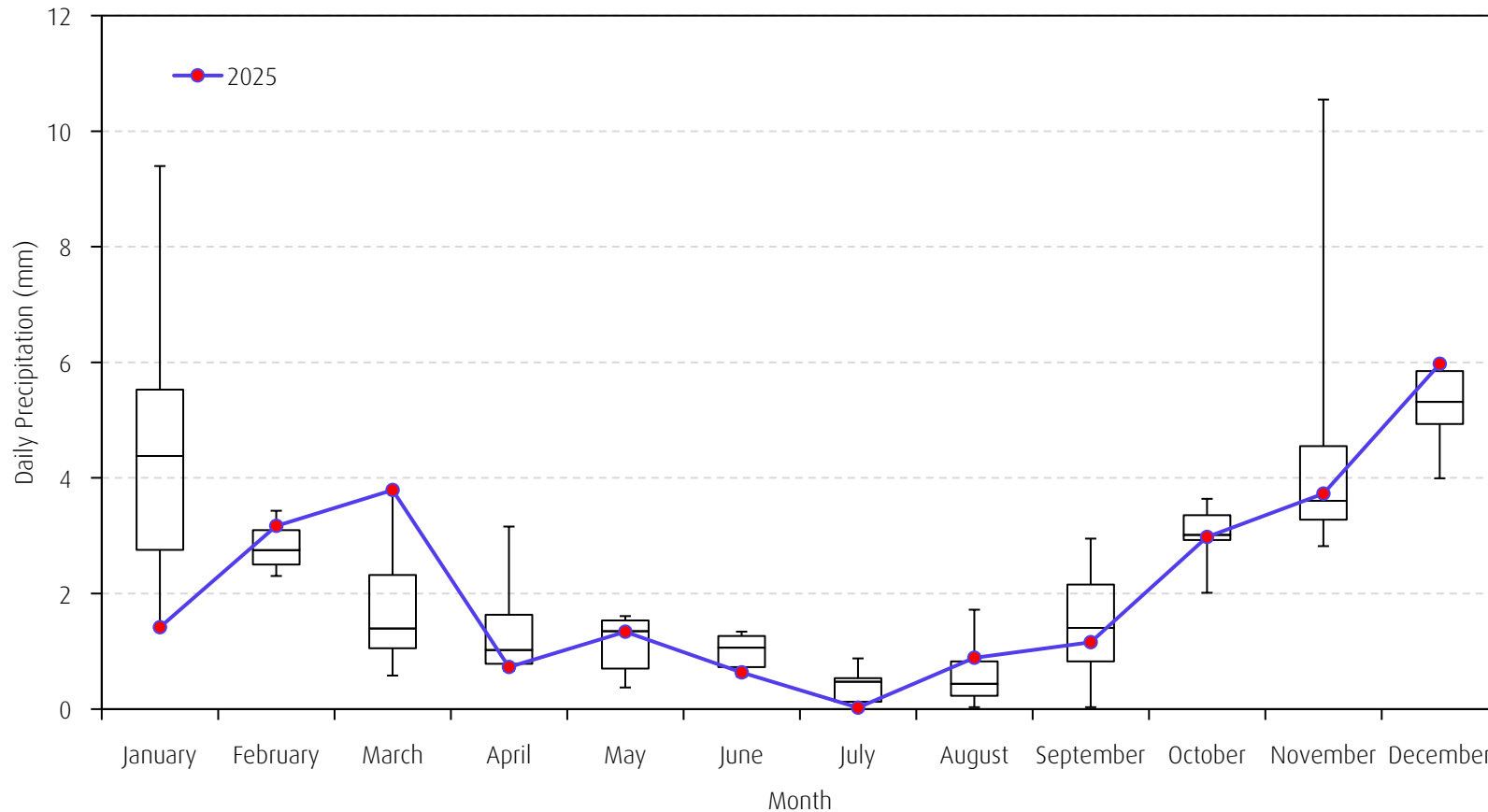


Status: **ACHIEVED**

Average temperature through summer 2024 was 12.5°C.

System Evaluation

Elk Lake 2020 - 2025 Average Daily Precipitation



Objective 4



Reduce frequency and duration of blue-green algae blooms



Status: ON TRACK

A large bloom in April significantly impacted recreation in the lake; however, blooms were reportedly much smaller or more isolated for the remainder of the year.

Operational Challenges



- Valve failure in July.
- Valve was replaced in August.
- System returned DO and P levels before fall turnover.

2026 Interim Update

- As of early June 2026:
 - Deep-water DO concentrations above 8mg/L
 - Deep-water phosphorus levels below 50µg/L
 - Deep-water temperatures are below 11°C
- Spring bloom occurred in April 2026 and receded in early May and did not impact the IRONMAN 70.3 event.



Next Steps

Overall, 2025 was a success. In 2026, we can expect:

- Planned system upgrades.
- Continued water quality monitoring.
- CRD is partnering with the University of Victoria to improve lake-wide bloom detection and tracking.
- Annual report on system performance and water quality progress.
- Ongoing implementation of actions identified in the Elk/Beaver Lake Watershed Management Plan, with an update to be provided in 2030.





Thank you!

Questions?



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**REPORT TO REGIONAL PARKS COMMITTEE
MEETING OF WEDNESDAY, JULY 22, 2026**

SUBJECT Off-leash Dogs in the Governor General Area at Elk/Beaver Lake Regional Park

ISSUE SUMMARY

To report back on the Regional Parks Committee's October 22, 2025, Motion with Notice regarding potential options for improving off-leash dog use in the Governor General Area at Elk/Beaver Lake Regional Park.

BACKGROUND

At its October 22, 2025, meeting, the Regional Parks Committee carried the following Motion with Notice:

That CRD Parks staff be directed to review and report back on potential options for better accommodating off-leash dogs in the Governor General Area at Elk/Beaver Lake Regional Park along Elk Lake Road in Saanich, including site suitability, impacts to park use, environmental considerations, community input, and estimated costs.

DISCUSSION

The Governor General Area is a popular multi-use area within Elk/Beaver Lake Regional Park, located within the Haliburton Watershed on the southeast boundary adjacent to Elk Lake Drive and south of Haliburton Brook. The area is accessed via a secondary gravel driveway and a small parking area with eight to ten spots. It features an open grass area bordered by mature coniferous forest along the south and west sides and a hedgerow and intermittent fencing on the east side along Elk Lake Drive.

The 2010 Elk/Beaver Lake and Bear Hill Regional Park Management Plan (park management plan) designates the Governor General Area as a *General Outdoor Recreation Zone*. This designation is intended to support a broad range of recreational uses while maintaining environmental protection. The park management plan also emphasizes maintaining the park in a predominantly natural state, limiting the introduction of established single-purpose or special-interest facilities, and minimizing additional built infrastructure beyond the split-rail fencing along Elk Lake Drive.

The 2020 Elk/Beaver Lake Watershed Management Plan (watershed management plan) further identifies restoration and enhancement of the Haliburton Brook Watershed as a high priority, reinforcing the need to carefully limit interventions that could alter site conditions, increase intensity of use, or introduce new infrastructure.

Refer to Appendix A for an overview of the Governor General Area that includes details of the watershed management plan.

Current Use and Management

The Governor General Area supports a variety of recreational uses, including hiking and running, equestrian activity, community events, film production, and amateur and professional sporting events such as regional cross-country races. It also functions as overflow parking for large-scale events, like the Ironman competition and annual Saanich Strawberry Festival. The area is also a popular location for off-leash dogs.

Given the diversity of activities and popularity of off-leash dog use in this area, current management efforts focus on maintaining compatibility among various uses while protecting site conditions. Recent and ongoing measures include:

- March 2025—Installation of approximately 58 linear metres of split-rail fencing in gaps between the field and road to reduce potential conflicts (Appendix B).
- January and February 2026—Targeted outreach, including two PAWS in Parks¹ events; feedback indicates overall user experience is generally positive.
- Ongoing—Reduced mowing along the Elk Lake Drive hedgerow to strengthen natural barriers along the roadway.
- Ongoing—Regular patrols of CRD park rangers to reinforce compliance and awareness and facilitate safe, enjoyable uses for multiple user groups.

These measures appear to be effective, as incident data indicate that issues related to off-leash dogs remain low relative to overall use. A recent review identified only two complaints in the past two years related to potential dog access to the roadway and no known incidents involving dog injuries.

In response to the Motion, staff evaluated the following three options for accommodating off-leash dogs in the Governor General Area and considered alignment with plans and policies, site suitability, impacts to park use, environmental considerations, community input, and estimated costs. Refer to Appendix C for the analysis.

- Option 1: Maintain existing conditions (status quo).
- Option 2: Partial chain-link roadway fencing along Elk Lake Drive.
- Option 3: Fully fenced dog enclosure.

System-Wide Dog Management Approach

Across the entire regional parks system, CRD Regional Parks manages off-leash dog use under *CRD Parks Regulation Bylaw No. 4225* through a regulatory framework that requires dogs to remain under effective control (within sight and reliably recallable). This approach supports off-leash use in suitable areas while emphasizing low infrastructure, flexible shared recreation, and preserving the natural character of the park system. Accordingly, no CRD regional park hosts formalized or enclosed off-leash facilities.

¹ PAWS in Parks is an annual public awareness campaign. The campaign focuses on protecting ecosystems and wildlife, preserving visitor experience and reinforcing safety.

ALTERNATIVES

Alternative 1

The Regional Parks Committee recommends to the Capital Regional District Board:
That staff maintain existing conditions (status quo) for off-leash dog use in the Governor General Area at Elk/Beaver Lake Regional Park.

Alternative 2

That staff advances the installation of partial chain-link roadway fencing along Elk Lake Drive and incorporates the project within the five-year Regional Parks Capital Plan and undertakes any required planning and engagement process.

Alternative 3

That staff undertake a fulsome park management planning process to further assess park use and infrastructure requirements for a fully fenced dog enclosure, including First Nations and public/interest holder engagement to ensure consistency with park values and stewardship objectives.

IMPLICATIONS

Alignment with Existing Plans & Strategies

The Regional Parks and Trails Strategic Plan (2022–2032) (strategic plan) emphasizes balancing recreation with conservation by supporting activities that do not compromise ecological integrity while prioritizing protection and restoration of sensitive habitats (Priority Action 2-1c). The park management plan limits the expansion or introduction of special interest group amenities, and the watershed management plan identifies restoring and enhancing watershed function within this area.

Option 1 aligns with the strategic plan, park management plan, and watershed management plan; Options 2 and 3 do not. Chain-link fencing (Option 2) is not a standard approach for restoration or enhancement activities, nor is it consistent with CRD regional park management practices. Furthermore, Option 3 is inconsistent with the intent to limit additional specialized amenities that would limit other uses and preserve (or enhance) the park's natural character.

Across the regional parks system, the *CRD Parks Regulation Bylaw (No. 4225)* emphasizes owner responsibility as the primary tool for managing dog activity. The current regulatory framework is designed to enable off-leash use in designated locations without the need for specialized infrastructure. Option 1 or 2 aligns with this premise, whereas Option 3 would establish a precedent that is not consistent with Regional Parks' management approaches.

Environmental Implications

The Governor General Area is adjacent to sensitive and at-risk ecosystems, including an older coniferous forest exceeding 250 years in age and provincially identified red-listed ecological communities such as western redcedar–osoberry and grand fir–three-leaved foamflower (Appendix A). The site supports a diverse range of wildlife, including songbirds, raptors, great horned owls, northwestern garter snakes and black bears, which indicates a healthy and well-functioning ecosystem. The open meadow provides important foraging habitat and facilitates

wildlife movement between forested areas, particularly for edge species that rely on the transition between meadow and forest.

Option 1 maintains the existing environmental conditions. The continuous chain-link fencing in Option 2 could restrict wildlife movement and limit opportunities to implement vegetation planting in support of watershed function improvements. Option 3 would concentrate recreational use within a confined area and could adversely affect the environmental values. Potential impacts include degradation of the existing open grassland foraging habitat, disruption of wildlife movement, and increased nutrient inputs to the watershed due to a concentration of use and potential increased visitation. Additional environmental impact assessment and mitigation measures are required for this option.

Service Delivery Implications

Option 1 provides flexibility for accommodating multiple park uses and events and maintains the current level of park maintenance and enforcement.

While Option 2 also accommodates multiple park uses and events, it introduces a change in service delivery through the addition of new infrastructure and represents a moderate shift from the park management plan. As such, an engagement process is recommended and is anticipated to take approximately two to four months. This would cause delays to strategic plan priorities, including the development of the Regional Parks Land Acquisition Strategy renewal.

Option 3 could increase visitation to the Governor General Area and may require infrastructure upgrades to expand parking², improve circulation, and enhance safety. This option would not accommodate current uses, such as school cross-country races, film production, or overflow parking during large community events. It represents a significant shift from the park management plan and would require an update to the park management plan and a more extensive engagement process, estimated to take 2.5 years. Advancement of this effort would impact Regional Parks' ability to deliver on current strategic plan priorities, including the development of the Mount Work Regional Park Management Plan, the Regional Parks Land Acquisition Strategy renewal, and the Regional Parks Stewardship Plan.

Furthermore, implementing Option 3 would represent a new approach to dog management within an existing off-leash park and could set a precedent for similar requests across the regional park system. It may also create a perception there are challenges with achieving effective control under the current model, which would need to be carefully considered and addressed through further engagement and communications.

Financial Implications

The split-rail fence installed in March 2025 had an operational expenditure of approximately \$2,000; maintaining existing conditions (Option 1) would continue to be managed within existing operational budgets.

Installing partial roadway fencing (Option 2) adjacent to Elk Lake Drive is an estimated capital cost of approximately \$45,000 for materials, with potential additional costs contingent on engagement (\$20,000 - \$40,000 estimate) and design requirements.

² The existing gravel parking area is unstructured and accessed from the main Beaver Lake entrance.

A fully fenced dog enclosure (Option 3) is estimated at approximately \$95,000 for materials only. Implementing this option would require updating the park management plan, which is a complex and resource-intensive process with significant implications for service delivery. A full management planning process (including engagement) could take approximately two to three years to complete and is estimated to cost \$100,000 to \$150,000. Potential infrastructure requirements, such as parking, would be assessed through the management planning process and would incur additional costs.

Since 2021, 31 park use permits have been issued for the Governor General Area, generating over \$16,000 in revenue over that period. Option 3 would constrain the park's ability to accommodate filming, community, school, and sporting events, potentially resulting in a loss of future permit revenue for CRD Regional Parks.

Social Implications

Options 1 and 2 support the continued use of compliance and stewardship-focused initiatives to reinforce responsible dog ownership, clarify regulations, and promote respectful shared use of regional parks.

Option 3 could result in reduced supervision of dogs and a loss of flexible open space currently used for recreational activities, community and school events, and overflow parking. This would constrain the park's ability to accommodate these uses and potentially lead to the displacement or cancellation of events and associated social and economic impacts for CRD Regional Parks, community groups, and event organizers.

CONCLUSION

The Governor General Area is a popular off-leash dog area within Elk/Beaver Lake Regional Park that supports a range of recreational and environmental functions. Recent improvements have addressed concerns related to dog safety while maintaining accessibility for other users and wildlife. More prescriptive infrastructure, such as a fully fenced dog enclosure, would limit multi-use opportunities and would not align with park management objectives or with system-wide approaches to dog management. It would also require additional planning, public engagement, and resource commitments. Overall, existing plans, regulations, and operational practices provide sufficient direction to address site-specific considerations within current priorities and budgets.

RECOMMENDATION

The Regional Parks Committee recommends to the Capital Regional District Board:
That staff maintain existing conditions (status quo) for off-leash dog use in the Governor General Area at Elk/Beaver Lake Regional Park.

Submitted by:	Mike MacIntyre, Senior Manager, Regional Parks
Concurrence:	Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

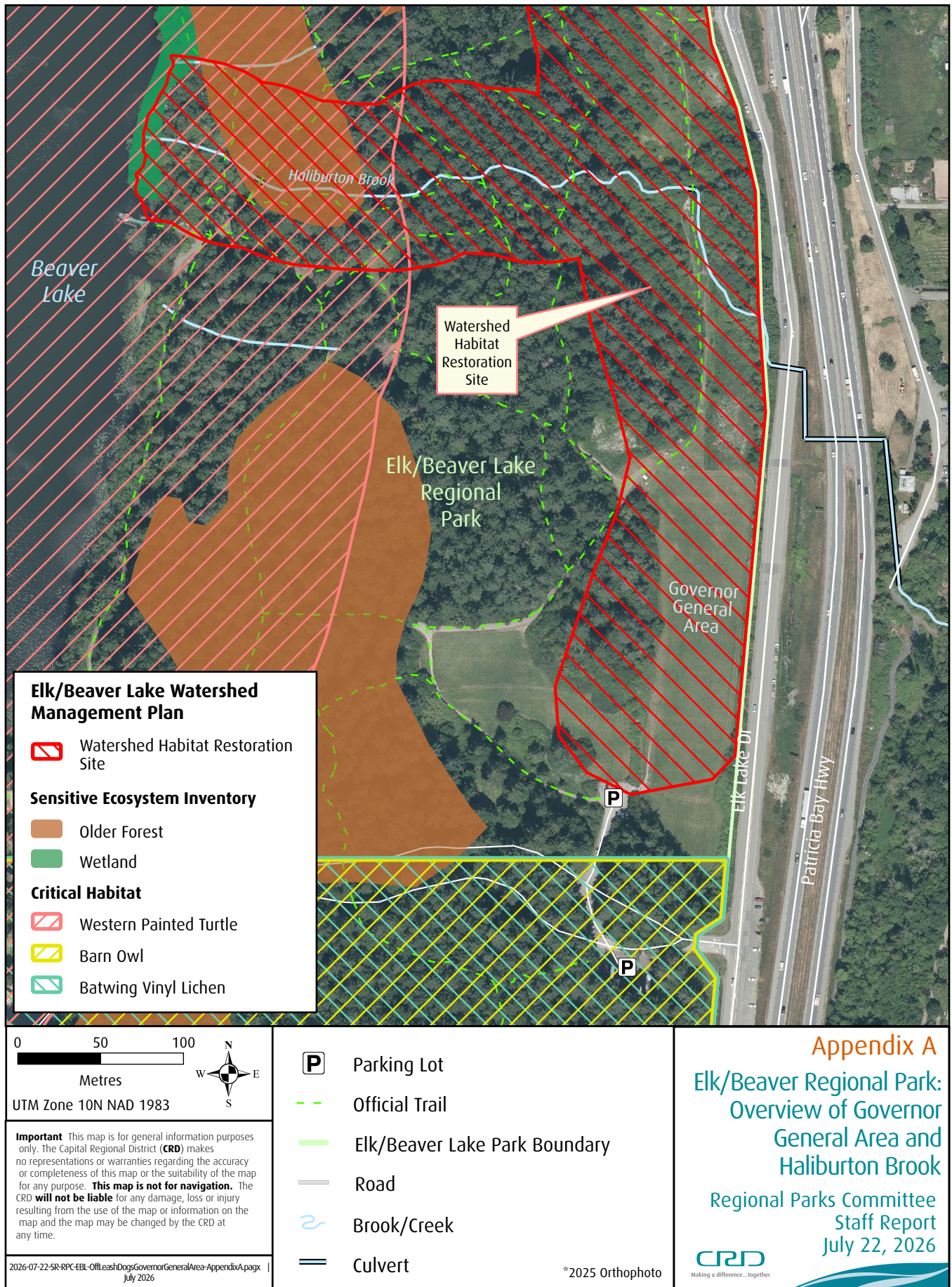
ATTACHMENTS

Appendix A: Overview of Governor General Area and Haliburton Brook - Map

Appendix B: Governor General Area - Map

Appendix C: Off-Leash Dog Management Options Analysis (Governor General Area)

Presentation: Governor General Area Off-Leash Dog Use - Elk/Beaver Lake Regional Park





Average Distance
between split-rail
fencing and Elk
Lake Drive =
8.5 metres

0 25 50

Metres

UTM Zone 10N NAD 1983



Important This map is for general information purposes only. The Capital Regional District (CRD) makes no representations or warranties regarding the accuracy or completeness of this map or the suitability of the map for any purpose. **This map is not for navigation.** The CRD **will not be liable** for any damage, loss or injury resulting from the use of the map or information on the map and the map may be changed by the CRD at any time.

2026-07-22-SR-RPC-EBL-OffLeashDogsGovernorGeneralArea-AppendixB.pagx | July 2026



Split Rail Fencing section
by Elk Lake Drive



Parking Lot



Official Trail



Elk/Beaver Lake Park Boundary



Road

*2025 Orthophoto

Appendix B

Elk/Beaver Regional Park:
Governor General Area

Regional Parks Committee
Staff Report
July 22, 2026

CRD
Making a difference...together

Off-Leash Dog Management Options Analysis (Governor General Area)

	Option 1: Maintain Existing Conditions (Status Quo): monitor & maintain split-rail fence & vegetation buffer	Option 2: Partial Roadway Fencing: construct a 4' high chain-link roadside fence (~250 m length)	Option 3: Fully Fenced Dog Enclosure: construct a 4' high chain-link fence ~13,720 m² (~590 m perimeter)
Alignment with Watershed Management Plan	Yes – Current management practices support watershed function and planned restoration initiatives.	No – Not a standard approach for restoration or enhancement activities.	No – Impacts management activities required to restore watershed function.
Alignment with Management Plan	Yes – Accommodates a broad range of outdoor recreational activities while maintaining natural character. Management Plan identifies split rail fence along west side of Elk Lake Drive.	No – Chain-link fencing on the boundary of regional parks is not a standard management approach. Added infrastructure begins to shift the character of the area.	No – Does not preserve natural character and introduces special interest group facilities.
Alignment with CRD Parks Regulation Bylaw	Yes – The Bylaw supports off-leash use in suitable areas provided dogs remain under effective control.	Somewhat – Shifts management from owner responsibility (effective control) to infrastructure, reducing reliance on effective control	No – Replaces owner responsibility with infrastructure. Dogs may be less actively monitored.
Site Suitability	Yes – Well suited to continue functioning as a low-intensity, flexible off-leash area. Existing conditions and infrastructure support dispersed use without introducing additional physical constraints or intensification of activity.	Yes – Would remain suitable for dispersed off-leash use and continue to function as a flexible and multi-use space. Does not fundamentally alter the scale or intensity of use. Introduces some site constraints.	No – Scale, intensity, and exclusive nature of this option are not well matched to the site's broader function, capacity, and setting.
Impacts on Park Use	Low – Continues to allow for a range of uses.	Low to Medium – Continues to allow for a range of uses. Dogs may be less actively monitored.	High – Limits use of space for other park users, including large event overflow parking. Could result in the need for additional parking.
Environmental Considerations	Low – Older forest ecosystem is healthy and functioning as indicated by the diverse range of wildlife.	Low to medium – Added infrastructure could impact watershed function improvement and restrict wildlife movement.	High – May result in habitat fragmentation, restricts wildlife movement and potential degradation of the grassland foraging habitat.

Community Input Required	No – In alignment with Management Plan.	Yes – Engagement process recommended (moderate shift from Management Plan).	Yes – Planning and engagement process required (significant shift from Management Plan).
Estimated Costs	Within existing operational budget.	\$45,000 capital cost (materials and installation). First Nations and community engagement: \$20,000 – \$40,000.	\$95,000 capital cost (materials and installation). Management planning process, including First Nations and community engagement: \$100,000 – \$150,000.

Governor General Area Off-Leash Dog Use Elk/Beaver Lake Regional Park

Regional Parks Committee – July 22, 2026

Agenda

1. Motion with Notice - October 22, 2025
2. Site Context
3. Existing Plans & Regulations
4. Site Use
5. Options Analysis
6. Recommendation





Motion with Notice - October 22, 2025:

That CRD Parks staff be directed to review and report back on potential options for better accommodating off-leash dogs in the Governor General Area at Elk/Beaver Lake Regional Park along Elk Lake Road in Saanich, including site suitability, impacts to park use, environmental considerations, community input, and estimated costs.

Site Context

- Located west of Elk Lake Drive.
- Open grassland bordered by healthy mature forest.
- Hedgerow and intermittent fencing along the roadside.
- Small parking area (8-10 spaces).

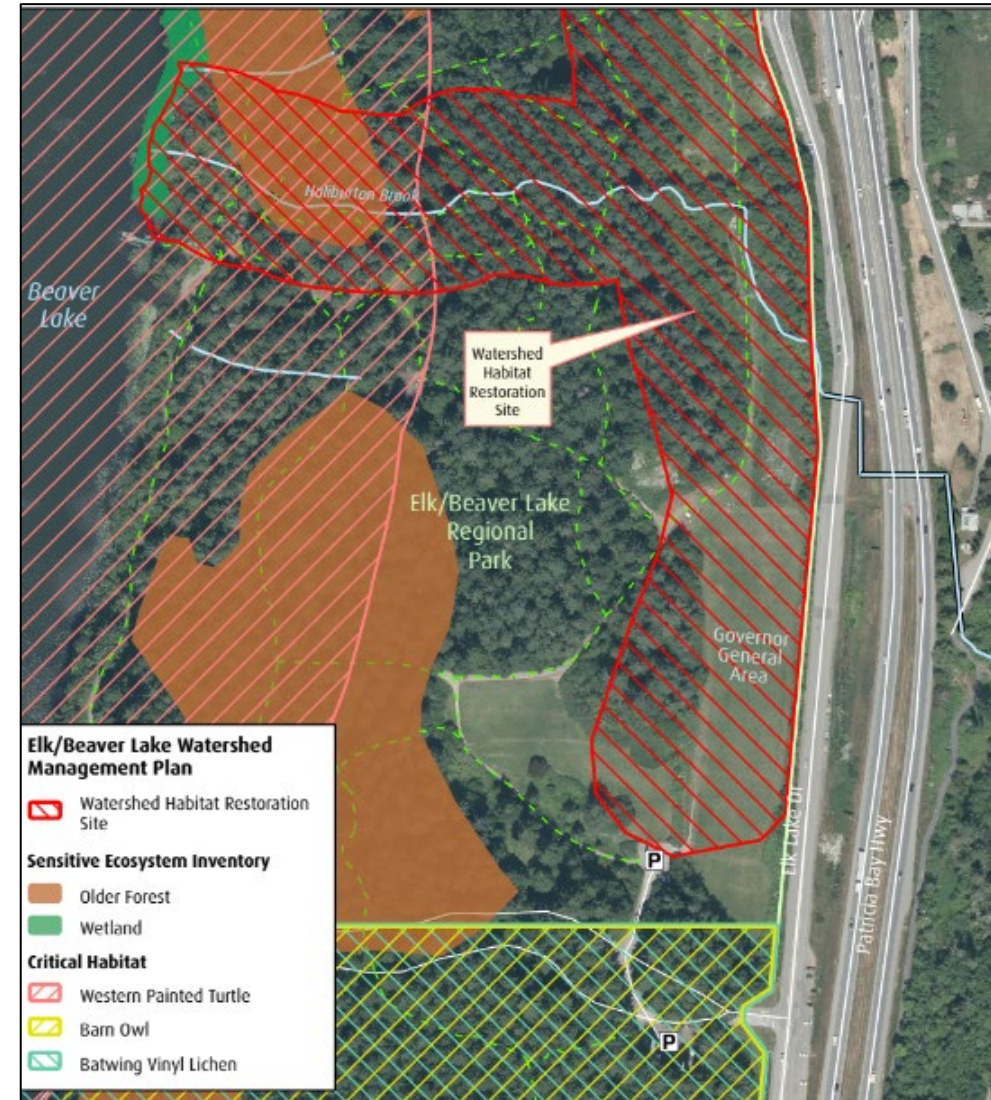


Site Context (video)



Existing Plans & Regulations

- Elk/Beaver Lake and Bear Hill Regional Park Management Plan
 - General Outdoor Recreation Zone – intended for moderate, multi-use recreation.
- Elk/Beaver Lake Watershed Management Plan
 - Area partially located within a watershed habitat restoration site.
- CRD Parks Regulation Bylaw
 - Supports off-leash dog use in suitable areas with low infrastructure.
 - CRD does not host formal/enclosed off-leash facilities.



Site Use

- Multi-use area:
 - Walking, running, equestrian use.
 - Community and sporting events.
 - Film production.
 - Overflow parking.



Current Management Approach

- Off-leash dogs permitted.
 - Emphasis on owner responsibility – dogs must be in sight and under control.
- Ongoing ranger patrols.
- Public education and outreach events like PAWS in Parks.
- Improved split-rail fencing and vegetative buffers.
- Reduced mowing near roadway.



Options

- **Option 1 – Maintain Existing Conditions**
 - Continue current management approach.
- **Option 2 – Partial Roadway Fencing**
 - Install ~250m chain-link fence along Elk Lake Drive.
- **Option 3 – Fully Fenced Dog Area**
 - Construct a ~590m enclosed off-leash dog area.



Options Analysis

	Option 1 – Maintain Status Quo	Option 2 – Partially Fenced	Option 3 – Fully Fenced
Aligns with Watershed Management Plan?	YES	NO	NO
Aligns with Parks Management Plan?	YES	NO	NO
Aligns with Parks Bylaw	YES	SOMEWHAT	No
Site suitability?	YES	YES	NO
Impacts to park use?	LOW	LOW TO MEDIUM	HIGH
Environmental considerations?	LOW	LOW TO MEDIUM	HIGH
Community engagement required?	NO	YES	YES
Cost?	LOW	MEDIUM (~\$85,000)	HIGH (~\$245,000)



Recommendation

Option 1 – That staff maintain existing conditions (status quo) for off-leash dog use in the Governor General Area at Elk/Beaver Lake Regional Park.



Thank you!

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**REPORT TO REGIONAL WATER SUPPLY COMMISSION
MEETING OF JULY 15, 2026**

SUBJECT **Designation of Watershed Security Officers**

ISSUE SUMMARY

To appoint additional Watershed Security Officers with authority to enforce Capital Regional District (CRD) Bylaw No. 2804, "CRD Water Supply Area Regulations", and Bylaw No. 4225, "CRD Parks Regulation".

BACKGROUND

Bylaw No. 2804, "CRD Water Supply Area Regulations", designates personnel authorized to enforce the bylaw. Authorized personnel are defined as "peace officer, conservation officer, or person appointed or employed by the CRD as a park officer, animal control officer, bylaw enforcement officer, watershed security officer, or other authorized CRD employee".

Watershed Security Officers were last appointed in September 2024 and since that time, a change in personnel requires appointment of one new officer and removal of one officer who left the CRD. This maintains the number of Watershed Security Officers at five. CRD staff appointed as Watershed Security Officers receive bylaw training and have experience with bylaw compliance and enforcement for the Greater Victoria Water Supply Area (GVWSA). Watershed Security Officers supplement the existing service of CRD Bylaw Enforcement Officers, who will continue to provide advice, additional coverage and assistance with serious and complex incidents in the GVWSA.

Bylaw No. 4225, "CRD Parks Regulation Bylaw", was amended in June 2017 to include Watershed Security Officers to provide authority to enforce park regulations along the Sooke Hills Wilderness Trail (portion of the Great Trail) through and near the GVWSA. Parks Officers were already designated with authority to enforce the Water Supply Area Regulation. Both CRD Regional Parks and Watershed Protection officers provide compliance and enforcement regardless of whether an infraction occurs within or outside of the trail corridor. Regional Parks and Watershed Protection staff liaise to provide a consistent approach with the public in providing compliance and enforcement along the trail and within the Drinking Water Protection Zone of Sooke Hills Wilderness Regional Park.

Pursuant to Section 233 of the *Local Government Act* and Section 28(3) of the *Offence Act*, and in accordance with CRD Bylaw No. 2681, "CRD Enforcement Officers Bylaw", the CRD Board must make resolutions for appointment to the office of Watershed Security Officer.

ALTERNATIVES

Alternative 1

The Regional Water Supply Commission recommends that the Capital Regional District Board: Appoint Hugh Slater as Watershed Security Officer, and remove Derek Hall from appointment, for the purpose of Section 233 of the *Local Government Act* and Section 28(3) of the *Offence Act*, and in accordance with Capital Regional District Bylaw No. 2681.

Alternative 2

Appoint no additional Watershed Security Officers at this time.

IMPLICATIONS

Service Delivery Implications

The appointment of Watershed Security Officers assists CRD staff in delivering on compliance and enforcement of the Water Supply Area Regulation to protect drinking water for Greater Victoria for the long term.

Social Implications

The ability to enforce the Water Supply Area Regulation is important in maintaining compliance and society's expectation for a closed watershed for drinking water. Designation of watershed officers provides the authority required when enforcement is needed. Increased residential growth in Langford and Goldstream is increasing pressure as members of the public look for new and interesting areas for recreation nearby. Existing security infrastructure (gates and fences) provides a visual barrier and a barrier to vehicles and motorcycles but cannot keep out pedestrians and cyclists without presence and enforcement.

CONCLUSION

To enforce Capital Regional District (CRD) Bylaw No. 2804, "CRD Water Supply Area Regulations", and Bylaw No. 4225, "CRD Parks Regulation", it is recommended that the CRD Board make resolutions for appointment to the office of Watershed Security Officer.

RECOMMENDATION

The Regional Water Supply Commission recommends that the Capital Regional District Board: Appoint Hugh Slater as Watershed Security Officer, and remove Derek Hall from appointment, for the purpose of Section 233 of the *Local Government Act* and Section 28(3) of the *Offence Act*, and in accordance with Capital Regional District Bylaw No. 2681.

Submitted by:	Annette Constabel, M.Sc., RPF., Senior Manager, Watershed Protection
Concurrence:	Jason Dales, B.Sc., WD IV, Acting General Manager, Infrastructure and Water Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

REPORT TO TRANSPORTATION COMMITTEE MEETING OF WEDNESDAY, JULY 22, 2026

SUBJECT **Regional Transportation Advisory Committee Recommendation to Advocate on Transit Funding**

ISSUE SUMMARY

To transmit a recommendation from the Regional Transportation Advisory Committee (RTAC) to the Transportation Committee for consideration.

BACKGROUND

The RTAC considered the attached report (Appendix A) titled “Provincial Funding Advocacy – Serving Existing Needs and Exploring New Tools” at its meeting on June 18.

At that meeting, the advisory committee passed the following motion:

That Regional Transportation Advisory Committee recommend the CRD Transportation Committee recommend to the CRD Board to advocate to the Province of British Columbia to collaborate with the CRD to:

- *Provide stable, multi-year transit funding to maintain existing service levels and support expansion aligned with regional transportation priorities; and*
- *Explore new and expanded funding tools that support implementation of the regional multimodal transportation system as part of regional transportation governance improvements.*

Under the committee's terms of reference, recommendations of the RTAC are forwarded to the Transportation Committee for consideration. This staff report does not provide an analysis of the recommendation and is intended solely to transmit the advisory committee recommendation to the Transportation Committee.

ALTERNATIVES

Alternative 1

The Regional Transportation Advisory Committee recommends the Capital Regional District Transportation Committee recommends to the Capital Regional District Board:

1. That the Capital Regional District (CRD) Board advocate to the Province of British Columbia to collaborate with the CRD to:
 - i. Provide stable, multi-year transit funding to maintain existing service levels and support expansion aligned with regional transportation priorities; and
 - ii. Explore new and expanded funding tools that support implementation of the regional multimodal transportation system as part of regional transportation governance improvements.

Alternative 2

That the report be referred back to staff for additional information based on Transportation Committee direction.

CONCLUSION

The Regional Transportation Advisory Committee has forwarded a recommendation for the Transportation Committees' consideration to advocate to the Province of British Columbia for increased stable transit funding and to explore new funding tools.

RECOMMENDATION

The Regional Transportation Advisory Committee recommends the Capital Regional District Transportation Committee recommends to the Capital Regional District Board:

1. That the Capital Regional District (CRD) Board advocate to the Province of British Columbia to collaborate with the CRD to:
 - i. Provide stable, multi-year transit funding to maintain existing service levels and support expansion aligned with regional transportation priorities; and
 - ii. Explore new and expanded funding tools that support implementation of the regional multimodal transportation system as part of regional transportation governance improvements.

Submitted by:	Patrick Klassen, MCIP, RPP, Senior Manager, Regional Planning & Transportation
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Housing, Planning and Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: CRD Regional Transportation Advisory Committee Agenda Memo: "Provincial Funding Advocacy – Serving Existing Needs and Exploring New Tools", Meeting of June 18, 2026

CRD Regional Transportation Advisory Committee (RTAC) AGENDA MEMO

To: Regional Transportation Advisory Committee (RTAC)

From: Troy McKay, District of Saanich
Dale Puskas, District of Central Saanich

Date: June 11, 2026

Meeting: RTAC – June 18 2026

Subject: Provincial Funding Advocacy – Serving Existing Needs and Exploring New Tools

Recommendation

That RTAC recommend the CRD Transportation Committee recommend to the CRD Board to advocate to the Province of British Columbia to collaborate with the CRD to:

- Provide stable, multi-year transit funding to maintain existing service levels and support expansion aligned with regional transportation priorities; and,
- Explore new and expanded funding tools that support implementation of the regional multimodal transportation system as part of transportation governance improvements in the region.

Purpose / Issue

There are current transit funding pressures that come from two different needs: (a) funding required to keep existing service whole and reliable, and (b) funding required to add net new service to meet growth. Advocacy is more effective when these are clearly separated.

Immediate, stable, multi-year increases in transit operating and expansion funding to serve the Capital Regional District would ensure alignment with municipal initiatives and reduce time lagging, reactive responses to changes.

Given the scale of transit funding needed to achieve the region's sustainable mode share goals and the need to integrate improved transit into the region's overall multimodal network priorities, new funding tools should also be explored. Collaborating on an expanded set of funding tools as part of transportation governance, while the Regional Transportation Plan (RTP) is being completed, will ensure municipalities' multimodal priorities, including higher-order transit, are not limited by existing funding sources.

Key Distinction for Advocacy

1) Transit Funding to Maintain Existing Service Levels and Reliability (Base Operating)

Annual funding increases required to deliver the same customer-facing service (same routes, frequencies, and span) and maintain reliability, including both:

Rolling costs (in-service / on-road): resources required to operate scheduled service in real-world conditions, such as: increased running time due to congestion and delays; additional recovery time needed to preserve schedule adherence and operator breaks; impacts from detours, construction, incidents, and other network disruptions;

- impacts due to service reduction from other providers (i.e. school districts reducing bussing service); and
- operational measures to reduce pass-ups/overcrowding and stabilize on-time performance.
- Non-rolling costs (fixed/support): costs required to keep the system operating, such as: operations supervision, scheduling, training, and administration;
- maintenance labour/materials, fleet readiness, facilities, and servicing; and
- safety, technology, and other support functions.

Adding hours solely to protect schedule adherence and maintain current frequency/span (because buses are moving slower) is not service expansion, it is base operating funding required to prevent service degradation.

2) Transit Funding for Service Expansion (Net New Service Only)

Funding that delivers new service beyond the current baseline, such as:

- new routes or new service areas;
- increased frequency above current levels;
- extended span of service; and/or
- additional capacity that represents a net new offering.

Expansion funding should be reserved for net new service outcomes, not to offset running-time inflation or preserve today's service.

3) Exploration of New Funding Tools for the Region's Multimodal Network Priorities

Per Board direction, CRD is exploring improved governance models to enhance the effectiveness of decision-making and implementation of the region's multimodal priorities, including transit, active transportation, and goods movement. Any improved governance models emerging from the Board-directed transportation governance review that is concurrently underway will ultimately be limited by the current funding mechanisms available to the CRD and BC Transit. Advocacy by the CRD to unlock new funding tools, integrated with strengthened governance, will be more effective, as improved decision-making and accountability can be directly linked to the region's multimodal priorities.

Why This Item is Timely

- Population growth and housing targets require immediate and sustained transit capacity to keep pace.
- Congestion driven running time increases erode reliability and decrease service levels without additional base operating funding.
- A unified regional position (CRD and 13 municipalities) on funding advocacy, including any related governance or needed legislative changes, strengthens provincial discussions.
- The Victoria Regional Transit Plan (VRTP) is near completion and the RTP is in development. Funding for transit expansion and regional multimodal priorities will be key outcomes of these respective plans.
- Increasing funding requires time, addressing funding for public transit prior is important to ensure that the impacts of increased densification has a reduced impact on transportation corridor level of service.
- As the work plan for transportation governance continues in parallel with the RTP update, new governance models being explored can be integrated with potential new funding sources that together combine improved decision making with a future investment plan capable of delivering the region's transit and other multimodal priorities.

Conclusion

Maintaining reliable transit service and delivering net new service expansion are distinct funding needs that should be clearly separated in the region's advocacy. Given current pressures from on-road operating conditions and fixed/support cost increases, alongside growth and housing-driven demand, this is an appropriate time for the CRD Board to advance a coordinated, region-wide request to the Province for immediate, stable, multi-year funding increases that protects existing service and enables targeted expansion. To ensure adequate funding sources are available to support the forthcoming multimodal priorities of the VRTP and RTP, RTAC's consideration and direction will help ensure that the CRD's comprehensive advocacy for immediate transit funding and new funding tools is clear, unified, and aligned with measurable service outcomes.

**REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 09, 2026**

SUBJECT Capital Regional District External Grants Update

ISSUE SUMMARY

To provide the Capital Regional District (CRD) Board a bimonthly update on external grants activity for the period between June 24 and August 25, 2026.

BACKGROUND

This report summarizes activities and outcomes since the CRD External Grants Update was last presented in July 2026. The External Grants Dashboard (Appendix A) details applications submitted, updated, awarded and declined as of August 25, 2026. Appendix B provides a summary of grant alerts for 2026 referencing CRD grant applications approved, pending and declined.

IMPLICATIONS

Financial Implications

Grants/Contributions Awarded

1. \$7,000,000 through Build Communities Strong Fund – Community Stream Strategic Priorities Fund for the Advance Biosolids Processing Project (Biochar Project).
2. \$898,200 through the Federation of Canadian Municipalities' Green Municipal Fund Local Leadership for Climate Adaptation Program for Shoreline Restoration project at Coles Bay in the CRD.
3. \$3,151 through TLC Kids Fund for the Pender Island Bouldering Wall Project.
4. \$3,000 through Victoria's Foundation Axel & Wendy Foght Fund for the Juan de Fuca Search and Rescue Project.
5. \$3,000 through Sport Canada Community Sport for All Initiative First Serve Wheelchair Tennis Funding Program to fund delivery and growth of the Wheelchair Tennis Program at Panorama.
6. \$1,920 through CANSquash Pilot Program via Canadian Sport for All Initiative to fund the Squash Programming project at Panorama Recreation.

There are five grants under news embargo.

Applications Submitted

1. \$11,376,930 through Build Communities Strong Fund Direct Delivery Stream for the Regional Trestles Renewal, Trails Widening and Lighting Project – Section A. Safety, Capacity and Accessibility Upgrades to Approximately 3.5km of the Galloping Goose Regional Trail in Victoria, British Columbia (BC) between Selkirk Trestle and Tillicum Road.

2. \$838,000 through Build Communities Strong Fund Direct Delivery Stream for the Wastewater Treatment Plant Upgrades Project – Moving Bed Biofilm Reactor – CRD, Maliview Sewer Service, Salt Spring Island, BC.
3. \$664,000 through Build Communities Strong Fund Direct Delivery Stream for the Lyall Harbour Boot Cove Water Local Service Upgrades and Money Lake Dam Safety Improvements Project.
4. \$25,000 through Employment and Social Development Canada's New Horizon for Seniors Program for the Dinner Bay Seniors Fitness Circuit Expansion and Programming Project.
5. \$400 through OneAbility Program Delivery Fund to fund the Para Hockey Synthetic Ice Project at Panorama Recreation.

Service Delivery Implications

New Grant Opportunities

Fifteen grant calls (including programs with multiple streams) were issued during the reporting period and are summarized in Table 1. Appendix B details relevant active grants (as of August 25, 2026) and lists recently closed grants for 2026. Appendix B also references CRD grant applications approved, pending and declined/withdrawn.

Table 1: Grant Calls Issued

Grant	Deadline	Information
Public Charger Program – CleanBC	18-Sep-26	This program supports the expansion of British Columbia's network of public Direct Current Fast Charger stations for zero-emission vehicles
Active Communities Grant – BC Alliance for Healthy Living	18-Sep-26	This program supports Indigenous and local governments to create or expand physical activity opportunities for people facing barriers to physical activity
Commemorate Canada – Canadian Heritage	01-Oct-26	The program funds initiatives that commemorate historical figures, places, events and accomplishments of national significance.
Canadian Community Boards – TELUS Friendly Future Foundation	02-Oct-26	This program supports local, grassroots health and education programs that help youth overcome barriers and reach their full potential
Emergency Support Services (ESS) Equipment and Training – Community Emergency Preparedness Fund – Union of BC Municipalities (UBCM)	16-Oct-26	This program supports applicants to build local capacity to provide emergency support services through ESS volunteer/responder recruitment, retention and training and the purchase of essential equipment

Grant	Deadline	Information
Rapid Adaptation Projects: Adaptation in Action – Green Municipal Fund – Federation of Canadian Municipalities (FCM)	10-Nov-26	This program supports small communities to implement proven, replicable, on-the-ground activities that directly address climate risks
OneAbility Program Delivery Fund – OneAbility	15-Nov-26	This program supports the promotion and facilitation of physical activity for individuals with a disability
Foundations of Disaster Risk Reduction – Community Emergency Preparedness Fund – UBCM	20-Nov-26	This program supports natural hazard and climate-related risk planning and design projects to enable the implementation of risk reduction solutions
Implementation Projects: Adaptation in Action – Green Municipal Fund – FCM	24-Nov-26	This program supports adaptation projects that deliver immediate risk reduction to the community, with total eligible costs of \$1 million or less
TD Friends of the Environment Foundation Grant – TD Friends of the Environment Foundation	15-Dec-26	This program supports environmental education and green space enhancement, including stewardship, public green spaces and hands-on conservation
Emergency Operations Centres (EOC) Equipment and Training – Community Emergency Preparedness Fund – UBCM	26-Feb-27	This program supports building local capacity through the purchase of essential equipment and supplies required to maintain or improve an EOC and to enhance EOC capacity through training and exercises
Study: One-time Retrofit of Affordable Housing – Green Municipal Fund – FCM	Continuous	This program supports feasibility studies, technical assessments and planning to evaluate deep energy retrofit opportunities in affordable housing
Build Canada Homes – Housing, Infrastructure and Communities Canada	Continuous	This program supports a flexible, results-driven federal approach to housing investment that gets large projects off the ground and scales up supply
Legacy Fund – Building Communities through Arts and Heritage – Canadian Heritage	Continuous	This program supports community-initiated capital projects intended for community use
Mini Peaks Legacy Project – via Sport BC	Continuous	This program supports the installation of professional-quality mini-pitches that turn underused spaces into permanent, community-owned soccer facilities

CONCLUSION

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

RECOMMENDATION

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

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

ATTACHMENTS

Appendix A: 2026 External Grants Dashboard
Appendix B: 2026 Grant Alerts

APPENDIX A

2026 EXTERNAL GRANTS DASHBOARD

(updated 25-Aug-26)

 Approved	 Pending	 Declined
17	15	9
\$9,100,035	\$44,491,245	\$33,068,113

2026 Approved Grants

Department	Grant Program	Project	Total Project Budget (\$)	Grant Award		Submitted
				\$	% of Total Budget	
Electoral Area Services	Community ReGreening Program – BC Hydro	SGL: Dinner Bay Park Putting Green Beautification and Upper Slope Restoration	8,816	7,018	80%	Jan 2026
	Jumpstart Community Development Grants – Canadian Tire Jumpstart Charities	SGL: Mayne Island Summer Sports Camp	7,700	2,050	27%	Feb 2026

APPENDIX A

Department	Grant Program	Project	Total Project Budget (\$)	Grant Award		Submitted
				\$	% of Total Budget	
Electoral Area Services (Con't)	Transit Minor Betterments – Ministry of Transportation and Transit	SSI: Ganges Bus Shelter	130,000	100,000	77%	Apr 2026
	Canada Summer Jobs – Employment and Social Development Canada	SSI: Camp Leaders - 2026	25,256	10,226	40%	Nov 2025
	Community Grants – Salt Spring Island Foundation	SSI: Integrated Housing Strategy Action Plan	60,000	10,000	17%	Mar 2025
	Outdoor Recreation Fund of BC – Outdoor Recreation Council of BC	SGL: Henderson Park Information Kiosk	10,000	4,000	50%	Jan 2025
	Axel and Wendy Foght Fund – Victoria Foundation *New	JdF: Search and Rescue - CREST Radio Purchase	3,000	3,000	100%	Jul 2026
	TLC Fund – TLC Fund for Kids*New	SGL: Pender Island Bouldering Wall	115,057	3,151	3%	May 2026

APPENDIX A

Department	Grant Program	Project	Total Project Budget (\$)	Grant Award		Submitted
				\$	% of Total Budget	
Housing, Planning and Protective Services	New Horizons for Seniors Program – Employment and Social Development Canada	Community Approach to Combating Loneliness	83,000	83,000	100%	Jun 2025
	Community Resiliency Investment Program – UBCM	2026 CRD FireSmart Community Funding and Support	700,000	700,000	100%	Nov 2025
	Community Emergency Preparedness Fund – UBCM	2025 Volunteer and Composite Fire Departments Equipment and Training	209,470	209,470	100%	Nov 2025
	Public Notification and Evacuation Route Planning Grant – UBCM	Evacuation Planning & Mapping for Electoral Areas	40,000	40,000	100%	Apr 2025

APPENDIX A

Department	Grant Program	Project	Total Project Budget (\$)	Grant Award		Submitted
				\$	% of Total Budget	
Parks, Recreation & Environmental Services	Local Community Accessibility Grant – SPARC BC	Elk/Beaver Lake Door Openers	25,000	25,000	100%	Jan 2025
	Strategic Priorities Fund – Community Stream – Build Communities Strong Fund *New	Advance Biosolids Processing Project (Biochar Project)	10,000,000	7,000,000	70%	Sep 2025
	Local Leadership for Climate Adaptation – Green Municipal Fund – FCM *New	Coles Bay Shoreline Restoration Project	1,000,000	898,200	90%	Aug 2025

APPENDIX A

Department	Grant Program	Project	Total Project Budget (\$)	Grant Award		Submitted
				\$	% of Total Budget	
Parks, Recreation & Environmental Services (Con't)	First Serve Wheelchair Tennis Funding Program – Tennis Canada *New	Panorama Wheelchair Tennis Program	4,510	3,000	67%	Nov 2025
	CANSquash Pilot Program – Squash Canada *New	Panorama Squash Programming	2,912	1,920	66%	Nov 2025
Total				9,100,035		

APPENDIX A

2026 Pending Grants

Department	Grant Program	Project	Total Project Budget (\$)	Grant Request		Submitted
				\$	% of Total Budget	
Electoral Area Services	Community Placemaking Program – Island Coastal Economic Trust	SGI: Thieves Bay Community Pavilion	117,732	40,000	34%	Oct 2025
	Outdoor Recreation Fund of BC – Outdoor Recreation Council of BC	SGI: Sturdies Bay Trail Improvements	20,000	10,000	50%	Jan 2026
	Disaster Resilience and Innovation Funding – Ministry of Emergency Management and Climate Readiness	SGI: Money Lake Dam Safety Improvements	691,000	574,000	83%	May 2026

APPENDIX A

Department	Grant Program	Project	Total Project Budget (\$)	Grant Request		Submitted
				\$	% of Total Budget	
Electoral Area Services (Con't)	Cost-Share – ICBC	SSI: Jackson McPhillips Pathway	750,000	455,000	61%	May 2026
	Cost-Share – ICBC	SSI: Rainbow Road Pathway Construction	250,000	250,000	100%	May 2026
	Cost-Share – ICBC	SSI: Ganges Village Crosswalks	225,000	225,000	100%	May 2026
	Direct Delivery Stream – Build Communities Strong Fund *New	SGL: Lyall Harbour Boot Cove Water Local Service Upgrades and Money Lake Dam Safety Improvements	2,000,000	664,000	33%	July 2026

APPENDIX A

Department	Grant Program	Project	Total Project Budget (\$)	Grant Request		Submitted
				\$	% of Total Budget	
Electoral Area Services (Con't)	Direct Delivery Stream – Build Communities Strong Fund *New	SSI: Maliview Wastewater Treatment Plant - Moving Bed Biofilm Reactor	4,618,040	838,000	18%	July 2026
	New Horizons for Seniors Program – Employment and Social Development Canada *New	SGI: Dinner Bay Seniors Fitness Circuit Expansion and Programming - 2026	32,107	25,000	78%	July 2026
Housing, Planning & Protective Services	Emergency Operations Centres Equipment and Training – Community Emergency Preparedness Fund – UBCM	2026/27 EOC Equipment and Training	30,000	30,000	100%	Feb 2026
	Local Government Development Approvals Program – UBCM	Digitization of Records	150,057	49,280	33%	Mar 2026

APPENDIX A

Department	Grant Program	Project	Total Project Budget (\$)	Grant Request		Submitted
				\$	% of Total Budget	
Housing, Planning & Protective Services (Con't)	Grant Program for Specialized Equipment and Training for Police and Related Agencies – BC Civil Forfeiture Office	Park Ranger E-Bikes	14,010	14,010	100%	Dec 2025
Parks, Recreation & Environmental Services	Active Transportation Fund – Housing, Infrastructure and Communities Canada	Regional Trestles Renewal and Trails Widening and Lighting Project	50,000,000	29,939,595	60%	Feb 2025
	Direct Delivery Stream – Build Communities Strong Fund *New	Regional Trestles Renewal, Trails Widening and Lighting Project – Section A. Safety, Capacity and Accessibility Upgrades to Approximately 3.5km of the Galloping Goose Regional Trail in Victoria BC between Selkirk Trestle and Tillicum Road	50,000,000	11,376,960	23%	July 2026
	OneAbility Program Delivery Fund – OneAbility *New	Panorama Para Hockey Synthetic Ice	500	400	80%	July 2026
Total				44,491,245		

APPENDIX A

 2026 Declined Grants

Department	Grant Program	Project	Total Project Budget (\$)	Grant Request		Submitted
				\$	% of Total Budget	
Electoral Area Services	New Horizons for Seniors Program – Employment and Social Development Canada	SGI: Dinner Bay Seniors Fitness Circuit Expansion and Programming (2025)	50,000	25,000	50%	Sep 2025
	Net-Zero Transformation – Green Municipal Fund – FCM	SSI: Rainbow Road Pedestrian and Bike Path	350,000	125,000	36%	Oct 2025
	Transit Minor Betterments Grants – Ministry of Transportation and Transit	SSI: Visitor Center Bus Shelter	70,000	65,000	93%	Oct 2025
	Community Grants – Salt Spring Island Foundation	SSI: SIMS Gym Inflatable Play Equipment	9,625	9,625	100%	Mar 2025
	Strategic Priorities Fund – Community Stream – Build Communities Strong Fund ^{*New}	SSI: Rainbow Recreation Centre Building Envelope Renewal Project	1,800,000	1,750,000	97%	Sep 2025

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Infrastructure & Water Services	Canada Housing Infrastructure Fund – Housing, Infrastructure and Communities Canada	Main No. 4 Upgrade & Bear Hill Trunk Watermain	62,072,331	23,903,488	39%	Mar 2025
	Strategic Priorities Fund – Community Stream – Build Communities Strong Fund *New	Main No. 1 HGL Increase	15,800,000	7,000,000	44%	Sep 2025
Parks, Recreation & Environmental Services	Forest Investment Program – Ministry of Forestry	Sooke Hills Wildfire Recovery Project	40,000	40,000	100%	Nov 2024
	Strategic Priorities Fund – Community Stream – Build Communities Strong Fund *New	SEAPARC Recreation Infrastructure Growth Plan	180,000	150,000	83%	Sep 2025
Total				33,068,113		

APPENDIX B

2026 GRANT ALERTS

Open Grants as of 25-August-26 (Including CRD Applications Approved, Pending and Declined¹)

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
14-Sep-26	Local Impact Stream – Build Communities Strong Fund – Pacific Economic Development Canada [LINK]	This program supports community infrastructure projects with public benefits that will strengthen communities and advance regional economic development.
18-Sep-26	Public Charger Program – CleanBC [LINK] *New	This program supports the expansion of British Columbia’s network of public Direct Current Fast Charger stations for zero-emission vehicles.
18-Sep-26	Active Communities Grant – BC Alliance for Healthy Living [LINK] *New	This program supports Indigenous and local governments to create or expand physical activity opportunities for people facing barriers to physical activity.
01-Oct-26	Commemorate Canada – Canadian Heritage	The program funds initiatives that commemorate historical figures, places, events, and accomplishments of national significance.
01-Oct-26	Mental Health and Climate Change Community Action Grants – Mental Health and Climate Change Alliance [LINK]	This program supports culturally safe, trauma-informed initiatives working at the intersection of mental health and climate change.
02-Oct-26	Canadian Community Boards – TELUS Friendly Future Foundation [LINK] *New	This program supports local, grassroots health and education programs that help youth overcome barriers and reach their full potential.

¹The reference to CRD applications is for 2026 only, it does not include applications submitted prior to 2026.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
09-Oct-26	Community to Community Program – UBCM [LINK]	This program supports C2C forums and events. In addition, the program supports the advancement of First Nation/local government reconciliation and relationship building.
15-Oct-26	Local Festivals – Canadian Heritage [LINK]	This program supports local groups for recurring festivals that present the work of local artists, local artisans, local heritage performers or specialists, and local First Nations, Inuit and Métis cultural carriers.
16-Oct-26	Emergency Support Services Equipment and Training – Community Emergency Preparedness Fund – UBCM [LINK] *New	This program supports applicants to build local capacity to provide emergency support services through ESS volunteer/responder recruitment, retention and training, and the purchase of essential equipment.
10-Nov-26	Rapid Adaptation Projects: Adaptation in Action – Green Municipal Fund – FCM [LINK] *New	This program supports small communities to implement proven, replicable, on-the-ground activities that directly address climate risks.
15-Nov-26	OneAbility Program Delivery Fund – OneAbility [LINK] *New	This program supports the promotion and facilitation of physical activity for individuals with a disability.
		Parks, Recreation and Environmental Services, Panorama Para Hockey Synthetic Ice *New

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
20-Nov-26	Foundations of Disaster Risk Reduction – Community Emergency Preparedness Fund – UBCM [LINK] *New	This program supports natural hazard and climate-related risk planning and design projects to enable the implementation of risk reduction solutions.
24-Nov-26	Implementation Projects: Adaptation in Action – Green Municipal Fund – FCM [LINK] *New	This program supports adaptation projects that deliver immediate risk reduction to the community, with total eligible costs of \$1 million or less.
08-Dec-26	Climate-Ready Plans and Processes – Green Municipal Fund – FCM [LINK]	This program supports Canadian municipalities and eligible partners in developing climate risk assessments, climate adaptation plans, climate-focused asset management processes, and capacity-building initiatives.
11-Dec-26	Canada Summer Jobs – Employment and Social Development Canada [LINK]	This program supports youth aged 15 to 30 gain paid summer work experience and develop skills for the job market. Electoral Area Services, SSI: Camp Leaders – 2026
15-Dec-26	Feasibility Study: Adaptation in Action – Green Municipal Fund – FCM [LINK]	This program supports municipalities and eligible partners assess the viability of climate adaptation projects.
15-Dec-26	TD Friends of the Environment Foundation Grant – TD Friends of the Environment Foundation [LINK] *New	This program supports environmental education and green space enhancement, including stewardship, public green spaces and hands-on conservation.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
26-Feb-27	2027 Emergency Operations Centres Equipment and Training – Community Emergency Preparedness Fund – UBCM [LINK] *New	This program supports building local capacity through the purchase of essential equipment and supplies required to maintain or improve an EOC and to enhance EOC capacity through training and exercises.
31-Mar-27	Codes Acceleration Fund – Natural Resources Canada [LINK]	This program supports the adoption of the highest feasible energy performance such as net-zero emissions codes, promote compliance and build capacity in two streams: 1. Regional and municipal governments that have the authority to adopt energy by-laws and codes 2. Regional and municipal governments that do not have authority to adopt building energy by-laws and codes
Continuous	The Canadian Agricultural Strategic Priorities Program – Agriculture and Agri-Food Canada [LINK]	This program supports projects that help the agricultural sector remain competitive, respond to emerging issues, and adapt to new opportunities. It supports sector-wide solutions that strengthen sustainability, innovation, strategic planning, and crisis response.
Continuous	Compensation for Employers of Reservists Program – Employment and Social Development Canada [LINK]	This program supports funding for civilian employers—and self-employed reservists—to help offset operational costs when a reservist-employee is away from the workplace due to military commitments.
Continuous	Community Placemaking Program – Island Coastal Economic Trust [LINK]	This program supports funding to create and transform public spaces that foster positive social, economic, cultural, and environmental impacts. • <i>Electoral Area Services, SGI: Thieves Bay Community Pavilion</i>

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
Continuous	Capital and Innovation Program – Island Coastal Economic Trust [LINK]	This program supports sustainable economic diversification and growth that strengthens wellbeing in coastal communities.
Continuous	AgriMarketing Program – Agriculture and Agri-Food Canada [LINK]	This program supports funding to increase and diversify exports to global markets and seize market opportunities via industry-led promotional activities to differentiate Canadian products and producers.
Continuous	Local Community Accessibility Grant Program – Social Planning and Research Council of BC (SPARC BC) [LINK]	This program supports funding to identify and remove barriers to improve accessibility and inclusion.
Continuous	Integrated Energy Audit – BC Hydro [LINK]	This program supports an integrated energy audit to improve efficiency and managing energy costs.
Continuous	Legacy Fund – Building Communities through Arts and Heritage – Canadian Heritage [LINK]	This program supports projects to celebrate community, increase opportunities for local artists, artisans, heritage performers or specialists and First Nations, Inuit and Metis cultural carriers to be involved in their community with citizen involvement and local partners.
Continuous	Multiculturalism and Anti-Racism Program – Events Component – Canadian Heritage [LINK]	This program supports community-based events that promote intercultural or interfaith understanding or celebrate a community's history and culture.
Continuous	Connecting British Columbia Program – Phase Two: Connectivity Infrastructure Strategy [LINK]	This program supports the development of regional connectivity infrastructure strategies that ensure that infrastructure strategies achieve objectives for the region.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
Continuous	Rental Protection Fund – Ministry of Housing [LINK]	This program supports affordable housing projects.
Continuous	National Institute of Disability Management and Research (NIDMAR) Disability Management Program Assessment – NIDMAR – BC Workforce Development Agreement [LINK]	This program supports applicants with two levels of opportunity: 1. Free assessment of current Disability Management and Return to Work workplace structures 2. Subsidy of up to \$7,500 to address issues identified in the assessment.
Continuous	Supporting Rural Destinations – Discover West Tourism [LINK]	This program supports tourism events in rural communities.
Continuous	Capital project: Retrofit of existing municipal buildings – FCM [LINK]	This program supports retrofits of a municipal building or portfolio of municipal buildings for higher energy performance and significant GHG emissions reduction.
Continuous	Canada Cultural Spaces Fund – Canadian Heritage [LINK]	This program supports funding for improvement of physical conditions for heritage, culture and creative innovation including renovation and construction projects.
Continuous	Retrofit or New Construction of Sustainable Affordable Housing – Green Municipal Fund – FCM [LINK]	This program supports solutions for integrating deep energy efficiency measures and onsite renewable energy generation in existing affordable housing retrofit and new build projects.
Continuous	GHG Reduction Pathway Feasibility – Green Municipal Fund – FCM [LINK]	This program supports assessing feasibility for projects that reduce energy and GHGs for recreational and cultural facilities.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
Continuous	McConnell Foundation Fund [LINK]	This program supports projects through three broad streams: 1. Climate 2. Reconciliation 3. Communities
Continuous	Planning Stream: Early Support Grant for Sustainable Affordable Housing Projects – Green Municipal Fund – FCM [LINK]	This program supports deliverables required in applications for additional funding of energy efficient affordable housing
Continuous	Capital project: Municipal Fleet Electrification – Green Municipal Fund – FCM [LINK]	This program supports feasibility studies for projects that reduce or avoid fossil fuel use in any vehicle that delivers municipal services
Continuous	Regional Innovation Ecosystems in BC – Pacific Economic Development Canada [LINK]	This program supports project to create, grow and nurture inclusive ecosystems that support business needs
Continuous	ECO Employment Programs – Environmental Careers Organization of Canada [LINK]	This program supports training and employment to support job seekers looking to enter or advance their careers in the clean economy.
Continuous	Transit Minor Betterments Program – Ministry of Transportation and Infrastructure [LINK]	This program supports transit supporting projects.
		• Electoral Area Services, SSI: Visitor Center Bus Shelter
		• Electoral Area Services, SSI: Ganges Bus Shelter

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
Continuous	Feasibility Study: Green Buildings Pathway – Green Municipal Fund – FCM [LINK]	This program supports studies that explore energy-saving retrofits in municipal and community buildings to cut costs, reduce emissions, and improve performance.
Continuous	Business Case: Community Energy Systems – Green Municipal Fund – FCM [LINK]	This funding supports viability assessments of community energy projects and their business models.
Continuous	Capital Project: Organic Waste-to-Energy – Green Municipal Fund – FCM [LINK]	This program supports the construction and operation of organic waste to energy systems.
Continuous	Federal Lands Initiative – Canada Mortgage and Housing Corporation [LINK]	This program supports discounted or no cost surplus land for affordable housing developments.
Continuous	TLC Fund for Kids – The TLC Fund for Kids [LINK]	This program supports projects to enhance health, well-being, and quality of life for children up to the age of 18, living on Southern Vancouver Island and the Southern Gulf Islands. The fund provides grants to support children, their families, and essential services and programs for youth.
		Electoral Area Services, SGI: Pender Bouldering Wall <i>*New</i>
Continuous	Community Economic Development and Diversification in British Columbia – Pacific Economic Development Canada [LINK]	This program supports projects that strengthen local economies across British Columbia. Funding is aimed at initiatives that drive long-term economic growth, attract investment and talent, increase productivity, expand or transition sectors, and help communities adapt to changing economic conditions.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
Continuous	Residential Resilience Financing – Green Municipal Fund – FCM [LINK]	This program supports municipalities design or expand financing program that enable homeowners to invest in climate adaptation and resilience upgrades.
Continuous	Community Engagement Funding – Veterans Affairs Canada [LINK]	This program supports organizations delivering community-based remembrance initiatives.
Continuous	Sustainable Municipal Buildings – Green Municipal Fund – FCM [LINK]	This program supports year-round funding for municipalities and Indigenous communities to plan, retrofit, or construct energy-efficient municipal buildings.
Continuous	WildFireSat Remote Sensing Capacity for Use in Fire Management program – Natural Resources Canada [LINK]	This program supports Canadian wildland fire and emergency management organizations build the skills, tools, and technical capacity needed to use WildFireSat Earth observation data products.
Continuous	FCC Community Funding – Farm Credit Canada [LINK]	This program supports capital projects and initiatives focused on food security, community well-being, education and food literacy, and community enhancement.
Continuous	Cost-Share – ICBC [LINK]	This program supports a wide range of road safety improvement projects. <i>Electoral Area Services, SSI: Jackson McPhillips Pathway</i> <i>Electoral Area Services, SSI: Rainbow Road Pathway Construction</i> <i>Electoral Area Services, SSI: Ganges Village Crosswalks</i>

APPENDIX B

Approved 		Pending 		Declined 	
DEADLINE	PROGRAM	DESCRIPTION			
Continuous	Study: One-time retrofit of affordable housing – Green Municipal Fund – FCM [LINK] *New	This program supports feasibility studies, technical assessments and planning to evaluate deep energy retrofit opportunities in affordable housing.			
Continuous	Build Canada Homes – Housing, Infrastructure and Communities Canada [LINK] *New	This program supports a flexible, results-driven federal approach to housing investment that gets large projects off the ground and scales up supply.			
Continuous	Legacy Fund – Building Communities through Arts and Heritage – Canadian Heritage [LINK] *New	This program supports community-initiated capital projects intended for community use.			
Continuous	Mini Peaks Legacy Project – viaSport BC [LINK] *New	This program supports the installation of professional-quality mini-pitches that turn underused spaces into permanent, community-owned soccer facilities.			

APPENDIX B

Closed Grants

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
15-Jan-26	TD Friends of the Environment Foundation Grant - Winter 25/26 – TD Friends of the Environment Foundation	This program supports a wide range of environmental initiatives, with a primary focus on environmental education and green space programs. Eligible projects include schoolyard greening, park revitalization, community gardens, park programming and citizen science initiatives.
20-Jan-26	Outdoor Recreation Fund of BC – Outdoor Recreation Council of BC	This program supports initiatives that create and shape outdoor recreational and nature-based experiences. <i>Electoral Area Services, SGI: Sturdies Bay Trail Improvements</i>
20-Jan-26	EcoAction Stream 2: Freshwater Sustainability and Innovation across Canada – Canada Water Agency	This program supports projects that improve freshwater quality, ecosystem health, and freshwater management through innovation, clean technology, circular economy approaches, and improved data use.
29-Jan-26	Community ReGreening program – BC Hydro	This program supports the planting of trees and other vegetation that help enhance ecological networks across the province. <i>Electoral Area Services, SGI: Dinner Bay Park Putting Green Beautification and Upper Slope Restoration</i>
30-Jan-26	Indigenous Cultural Safety and Cultural Humility Training – UBCM	This program supports indigenous cultural safety and cultural humility training for emergency management personnel in BC.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
06-Feb-26	Community Development Grants – Canadian Tire Jumpstart Charities	This program supports organizations who provide programming for kids between the ages of 4-18 in financial need or youth with disabilities between the ages of 4-25. <i>Electoral Area Services, SGI: Mayne Island Summer Sports Camp</i>
19-Feb-26	Education and Awareness Project Funding – Electric Vehicle Test Drives and Charging Education – Natural Resources Canada	This program supports Canada's transition to net-zero emissions by cost-sharing projects that increase confidence and practical understanding of EV charging through experiential learning and targeted education for key enablers.
27-Feb-26	Emergency Operations Centres Equipment and Training – Community Emergency Preparedness Fund – UBCM	This program supports BC local governments and Indigenous communities in improving their Emergency Operations Centres. Funding helps purchase equipment, supplies, and training needed to strengthen emergency response capacity in a changing climate. <i>Housing, Planning & Protective Services, 2026 EOC Equipment and Training</i>
28-Feb-26	Kal's Replay Fund – Kal Tire Ltd.	This program supports public infrastructure upgrades using recycled rubber products. Funding is for the purchase and installation of recycled rubber products.
28-Feb-26	Community Grant – Habitat Conservation Trust Foundation	This program supports conservation projects that involve volunteers and build community awareness.
28-Feb-26	Capacity Grants – Habitat Conservation Trust Foundation	This grant supports communities as they build the skills, planning, and early-stage capacity needed to design and deliver conservation projects that benefit fish, wildlife, and their habitats.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
12-Mar-26	Age-friendly Communities Program – BC Healthy Communities	This program supports communities responding to aging populations by supporting initiatives that promote independence, inclusion, and community participation among older adults.
13-Mar-26	Local Government Development Approvals – UBCM	This program supports BC local governments in improving and modernizing their development approvals processes. The program funds projects that streamline approvals, improve efficiency, align with best practices, and support innovation, including standardized housing designs and modern construction methods. <i>Housing, Planning & Protective Services, Digitization of Records</i>
31-Mar-26	Regional Homebuilding Innovation Initiative in British Columbia – Government of Canada	This program supports local innovative housing solutions across B.C.
31-Mar-26	Community Grant Program – Tire Stewardship BC	This program supports funding for recycled tire products used in public projects.
15-Apr-26	Urban Forestry Plans and Studies – Green Municipal Fund – FCM	This program supports communities strengthen the planning, management, and long-term stewardship of their urban forests. Funding supports plans and studies that build sustainable, resilient tree canopies, incorporate climate adaptation and socio-economic equity, and prepare municipalities for future tree-planting initiatives.
24-Apr-26	Public Notification and Evacuation Route Planning – UBCM	This program supports funding to develop or update Evacuation Route Plans and Public Notification Plans. This program supports communities in preparing for emergencies by improving evacuation route identification, public alerting processes, and alignment with provincial standards.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
01-May-26	Disaster Resilience and Innovation Funding – Ministry of Emergency Management and Climate Readiness	This program supports funding to help B.C. First Nations and local governments reduce risks from climate-driven and natural hazards such as flooding, drought, extreme heat, and landslides. The program supports structural mitigation projects. <i>Electoral Area Services, SGI: Money Lake Dam Safety Improvements</i>
01-May-26	Affordable Housing Innovation Fund – Canada Mortgage and Housing Corporation	This program supports funding for innovative housing providers driving innovation across the housing continuum.
29-May-26	Grants for District Projects – Entente Education Canada	This program supports projects that promote a healthy, active future for older adults in Canada.
31-May-26	Community Anniversaries – Building Communities through Arts and Heritage – Canadian Heritage	This program supports non-recurring local events, with or without a minor capital project.
31-May-26	CoNext: Climate Preparedness Hub – Fraser Basin Council	This program supports a 4-month training program designed to build climate resilience in small, rural, and remote communities in BC.
01-Jun-26	Residential Resilience Financing – Green Municipal Fund – FCM	This program supports Canadian municipalities expand or design Property Assessed Clean Energy (PACE)-based financing programs that support homeowners in completing climate adaptation upgrades. This funding supports studies that integrate resilience measures like flood protection, wildfire mitigation, and extreme weather retrofits into existing home energy financing programs.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
16-Jun-26	Tree Planting – Green Municipal Fund – FCM	This program supports tree planting costs.
26-Jun-26	Accelerating Circularity in Construction Materials – Green Municipal Fund – FCM	This program supports municipalities and eligible partners in developing feasibility studies that advance circular practices in construction, renovation and demolition (CRD) waste.
14-Jul-26	New Horizons for Seniors Program – Community-based projects – Employment and Social Development Canada	This program supports projects that empower seniors in their communities through increased social inclusion. <i>Electoral Area Services, SGI: Dinner Bay Seniors Fitness Circuit Expansion and Programming Project</i> *New
15-Jul-26	TD Friends of the Environment Foundation Grant – TD Friends of the Environment Foundation	This grant supports community-led environmental projects across Canada with a strong focus on environmental education and green space enhancement.
15-Jul-26	Direct Delivery Stream – Build Communities Strong Fund – Housing, Infrastructure and Communities Canada	This program supports funding for a wide range of infrastructure projects that support economic prosperity, housing, sport, education, health, transit, and climate adaptation. <i>Parks, Recreation and Environmental Services, Regional Trestles Renewal, Trails Widening and Lighting Project</i> *New <i>Electoral Area Services, SSI: Maliview WWTP Upgrades Project</i> *New <i>Electoral Area Services, SGI: Lyall Harbour Boot Cove Water Local Service Upgrades and Money Lake Dam Safety Improvements</i> *New

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
21-Jul-26	Capacity Development Partner Grants – Green Municipal Fund – FCM	This program supports designing and delivering climate adaptation training for local governments.
19-Aug-26	Pacific Salmon Commission Endowment Fund – Pacific Salmon Commission	This fund supports projects that improve the management, restoration, and long-term sustainability of Pacific salmon populations and their habitats.
Continuous	Foreign Credential Recognition Program – Employment and Social Development Canada	This program supports governments and organizations to improve foreign credential recognition and help skilled newcomers integrate into their fields in Canada.
Continuous	Agriculture Water Infrastructure Program (AWP) - Stream 3: Assessments, Engineering Studies or Plans – Investment Agriculture Foundation of BC	This program supports the adoption of efficient irrigation infrastructure and improve agricultural water supply and management in British Columbia.
Continuous	Affordable Housing Innovation Fund – Canada Mortgage and Housing Corporation	This program supports innovative housing providers driving innovation across the housing continuum. For this program, 3 types of innovation are considered: 1. Transformational: Creates a new model that eliminates or totally transforms existing approaches. 2. Breakthrough: Meaningful change resulting in a demonstrably new approach that results in a substantial competitive edge. Incremental: “New and improved” reflecting small, yet meaningful improvements in an existing approach.
Continuous	Affordable Housing Fund – Canada Mortgage and Housing Corporation	This program supports new affordable housing and the repair and renewal of existing affordable and community housing.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
Continuous	Infrastructure Planning Grant Program – Ministry of Municipal Affairs	This program supports local governments develop or improve long-term comprehensive plans including, and not limited to: • Asset management plans • Integrated stormwater management plans • Water master plans
Continuous	Canada Retraining and Opportunities Initiative – Employment and Social Development Canada	This program supports community-based projects that help workers develop the skills they need to transition to new jobs.
Continuous	Capital Project: GHG impact retrofit – Green Municipal Fund – FCM	This program supports retrofitting a local recreational or cultural facility to reduce GHG emissions
Continuous (limited funds)	The Living Cities Canada Fund (2024) – Green Communities Canada	This program supports small-scale green infrastructure projects.
Continuous (limited funds)	Go Electric – CleanBC	This program supports fleet transition to electric vehicles.
Continuous (limited funds)	Rural Transit Solutions Fund Planning and Design Stream – Infrastructure Canada	This program supports the development and expansion of locally driven transit solutions.
Continuous	CleanBC Custom Program – BC Hydro	This program supports incentives for fuel switching and electrification measures.
Continuous (limited funds)	Community Buildings Retrofit Initiative – Green Municipal Fund – FCM	This program supports retrofitting existing community buildings to lower green house gas (GHG) emissions and extend their life cycle.

APPENDIX B

Approved  Pending  Declined 		
DEADLINE	PROGRAM	DESCRIPTION
Continuous	Clean Energy for Rural and Remote Communities Program – Natural Resources Canada	This program supports renewable energy and capacity building projects in rural and remote communities. Accepting application for only two streams: 1. Biomass heating, district heating, combined heat and power systems Research, development, and demonstration projects
Continuous	Homelessness Community Action Grants Program – SPARC	This program supports funding for local planning and collaborative initiatives to respond to the needs of those who are homeless or at risk of becoming homeless.
Continuous	Commemorate Canada – Canadian Heritage	This program supports initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance.
Continuous	Medium and Heavy Duty Zero Emission Vehicles Program – Transport Canada	This program supports the adoption of medium and heavy-duty zero emissions vehicles.
Continuous	Smart Renewables and Electrification Pathways Program – Natural Resources Canada	This program supports four funding streams: 1. Established Renewables 2. Emerging Technologies 3. Grid Modernization (the only eligible Applicants are Utilities and System Operators) 4. Strategic Dialogue Linked Projects
Continuous	Zero Emission Transit Fund – Infrastructure Canada	This program supports public transit and school bus operators to electrify their fleets.
Continuous	Nature Smart Climate Solutions Fund – Environment and Climate Change Canada	This program supports projects that reduce the loss, restore, or improve the management of ecosystems.



Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, SEPTEMBER 9, 2026

SUBJECT Regional Context Statement Amendment - Town of View Royal

ISSUE SUMMARY

To review an amendment (Appendix A) to the Town of View Royal's Regional Context Statement (RCS) in relation to the Capital Regional District's (CRD) Regional Growth Strategy (RGS) Bylaw (Bylaw No. 4017).

BACKGROUND

On July 8, 2026, the CRD Board approved an updated RCS (Appendix B) submitted by the Town of View Royal as part of a broad update to the Town's Official Community Plan. The evening prior to the CRD Board meeting, on July 7, 2026, the Town of View Royal's council passed a motion:

THAT the "Regional Context Statement" in the Official Community Plan be amended to include a bullet under section "4.1 - Improve multi-modal connectivity and mobility" under "Summary of Policy Direction" to read: "Expects that future growth would be informed by realistic assumptions regarding the delivery of provincial, regional, and local transportation infrastructure."

Due to the timing of this amendment, it was not captured in the RCS that was Board approved. CRD staff have reviewed this amendment in relation to the Board approved evaluation framework for RCSs and find that it is aligned with the RGS and would not have impacted the evaluation of the proposed RCS. Acceptance of the RCS would still have been recommended by CRD staff.

As such, it is recommended that the CRD Board accept the proposed amendment to the Town of View Royal's RCS.

ALTERNATIVES

Alternative 1

That the Town of View Royal Regional Context Statement, as updated, be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and be accepted in accordance with the requirements of section 448 of the *Local Government Act*.

Alternative 2

That the Town of View Royal Regional Context Statement, as updated, be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and not be accepted in accordance with the requirements of section 448 of the *Local Government Act*.

Alternative 3

That this report be referred back to staff for additional information based on CRD Board direction.

IMPLICATIONS

Regional Growth Strategy Implications

The amended RCS continues to demonstrate a strong relationship to the RGS and supports the RGS vision and objectives based on staff's analysis against the RCS evaluation criteria. The amendment is in keeping with RGS objectives to align growth with the multi-modal network.

CONCLUSION

Staff have reviewed the Town of View Royal's proposed Regional Context Statement (RCS) in accordance with the Board-approved evaluation framework. The RCS demonstrates a strong relationship to the Regional Growth Strategy (RGS) and will work toward achieving RGS vision and objectives.

RECOMMENDATION

That the Town of View Royal Regional Context Statement, as updated, be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and be accepted in accordance with the requirements of section 448 of the *Local Government Act*.

Submitted by:	Patrick Klassen, MCIP, RPP, Senior Manager, Regional Planning
Concurrence:	Michael Barnes, MPP, Acting General Manager, Housing, Planning and Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Referral Letter and Updated RCS
Appendix B: June 24, 2026 PPSC Staff Report



TOWN OF VIEW ROYAL

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August 17, 2026

Capital Regional District
PO Box 1000
Victoria, BC
V8W 2S6

Attention: C. McNeil-Smith, Chair, Capital Regional District Board of Directors

Dear Chair McNeil-Smith:

Re: Official Community Plan Bylaw No. 1180, 2026 - Town of View Royal

On July 7, 2026, View Royal Council gave first and second reading to Official Community Plan Bylaw No. 1180, 2026. Prior to first and second reading, Council passed the following motion to amend the draft Regional Context Statement:

"THAT the "Regional Context Statement" in Official Community Plan Bylaw No. 1180, 2026 be amended include a bullet under section "4.1 – Improve multi-modal connectivity and mobility" under "Summary of Policy Direction" to read: "Expects that future growth would be informed by realistic assumptions regarding the delivery of provincial, regional, and local transportation infrastructure"."

Due to the timing of the Council meeting on July 7, 2026, the Board did not review the most up-to-date version of the Regional Context Statement at its July 8, 2026, meeting. To ensure that the Board reviews the most up-to-date version of the Regional Context Statement, the Town is referring the attached revised document to the Board for its review and approval.

Sincerely,

Elena Bolster
Corporate Officer

Attachments:

1. Updated Regional Context Statement, Official Community Plan Bylaw No. 1180, 2026



Part Five

Implementation

15.0 Integrated Action Plan	155
15.1 Context	155
15.2 15.2 Plan Monitoring and Evaluation	155

15.0 Integrated Action Plan

15.1 CONTEXT

To support the implementation of the View Royal Official Community Plan, an Integrated Action Plan will accompany the Official Community Plan as a supporting document. The Integrated Action Plan translates policies from Parts Two, Three and Four into actionable steps that can be undertaken by the Town and its partners over time. To support prioritization and decision-making, the actions are organized into short-, medium-, and long-term timeframes, helping advance View Royal's vision to the year 2050.

The Integrated Action Plan will assist the Town in ongoing strategic planning efforts, as its actions span all departments. Regular use and updates of the Integrated Action Plan will support collaboration and the identification of aligned opportunities across the organization.

15.2 PLAN MONITORING AND EVALUATION

As the Official Community Plan is intended to guide View Royal towards 2050, it will require continual review and updates to remain current, respond to changing community needs, and continue to guide planning decisions effectively. In addition, provincial housing legislation requires BC municipalities to review and update their Official Community Plans at least every 5 years to ensure alignment with local Housing Needs Reports. Regardless of legislative requirements, the Town will strive to update the Official Community Plan every 5 years with consideration given to:

- Reflecting updated 20-year housing needs reports and updating demographic, housing, and household Census data;
- Adding in new content based on evolving conditions, research and best practices;
- Alterations based on legislative and regulatory changes;
- Amendments to any strategic planning content to suit new planning conditions in the community (e.g. Development Permit Areas Guidelines, changes to the Western Gateway Employment District Corridor or Hospital Transit-Oriented Area); and
- Maintaining alignment with other Town policies and plans.

To ensure the list of actions in the Integrated Action Plan are achieved, a comprehensive monitoring and evaluation framework with measurable indicators will be created to complement this Plan.

The Town retains the discretion to review or amend the Official Community Plan outside of the five-year assessment cycle. Such revisions may be prompted by strategic requirements, emerging priorities, or applications from development proponents seeking amendments. Any proposed changes will be carefully considered by both staff and Council to ensure they align with the intent of the Plan and support the community's long-term vision.

16.0 Regional Context Statement

16.1 CONTEXT

The Capital Regional District's Regional Growth Strategy was adopted in 2018 and provides a framework for regional social, economic, and environmental objectives to enhance the quality of life within the region. As a member municipality within the Capital Regional District, the Town participates in the coordination and delivery of regional services and initiatives. When a local government is located within a regional district where a regional growth strategy applies, its Official Community Plan must, under sections 446 and 447 of the *Local Government Act*, include a regional context statement describing the relationship of the document with the regional growth strategy. This section of the Official Community Plan comprises the Regional Context Statement and outlines how the land use designations, policies, and growth management framework align with and support the objectives of the Regional Growth Strategy.

A Regional Growth Strategy is a plan adopted by a regional district to guide decisions on growth, change and development within its boundaries and is guided by legislation in the Local Government Act. Section 428 of the Local Government Act establishes the purpose of a Regional Growth Strategy as promoting human settlement that is socially, economically, and environmentally healthy, and that makes efficient use of public facilities and services, land, and other resources.

Check out the [**Capital Regional District's Regional Growth Strategy**](#) to learn more!

16.2 REGIONAL CONTEXT STATEMENT ALIGNMENT

Capital Regional
District Regional
Growth Strategy
Objectives

Official
Community Plan
Goals
(see Section 2.3)

Policy Sections

Summary of Policy Direction

1.1 – Keep urban settlement compact

- Growth Management & Community Character Preservation
- Sustainable service delivery through asset management
- Natural Amenities

Part Two –
Land Use

- Enable infill and redevelopment within existing neighbourhoods through the Small-Scale Multi-Unit Housing land use designation
- Allows for higher density development in and around Mobility Hubs and corridors, such as the Hospital Transit-Oriented Area and the Western Gateway Employment District Corridor
- Directs new development to occur within the Urban Containment Boundary

1.2 – Protect the integrity of rural communities

- Natural Amenities
- Growth Management and Community Character Preservation

5.13 Rural Designation

11.0 Natural Environment and Hazards

- Limits new development north of Thetis Lake to preserve the area's rural character
- Protects and minimizes impacts on the natural environment by discouraging development in environmentally significant areas
- Allows for agricultural activities on lands designated as Rural

**Capital Regional
District Regional
Growth Strategy
Objectives**

**Official
Community Plan
Goals
(see Section 2.3)**

Policy Sections

Summary of Policy Direction

**2.1 – Protect,
conserve
and manage
ecosystem
health**

- Natural Amenities

5.15 Parks Trails and Open Space

- Designates important ecosystems for protection and preservation, such as watercourses, shorelines, and terrestrial habitats located in both local and regional parks

11.0 Natural Environment and Hazards

- Encourages the preservation of green space and other areas that contribute to healthy ecosystems and the Town’s ecological integrity
- Supports the implementation of the Town’s Urban Forestry Strategy, which recognizes trees as natural assets
- Supports watershed protection for all waterbodies in View Royal, including shorelines as part of coastal adaptation efforts

13.0 Parks, Trails and Recreation

- Promotes opportunities for parkland acquisition to further protect environmental areas and contribute to the local and regional parks network
- Outlines intent to preserve and restore environmentally sensitive areas within existing parks

**2.2 – Manage
regional
infrastructure
services
sustainably**

- Sustainable Service Delivery through Asset Management

9.0 Community Infrastructure and Services

- Contemplates new and upgrades to existing infrastructure systems in a fiscally responsible manner to support compact and sustainable development
- Considers the full lifecycle of infrastructure cost and maintenance
- Outlines considerations for mitigating the adverse impacts of climate change on infrastructure
- Discourages the extension of infrastructure services outside of the Urban Containment Boundary

**3.1 – Create safe
and complete
communities**

- Growth Management and Community Character Preservation
- Diverse and Affordable Housing
- Mobility & Connectivity
- Community Well-Being
- Community Safety & Security
- Regional Partnerships

5.1 General Framework and Considerations (Land Use)

- Identifies Mobility Hubs where frequent transit service is desired, along with the concentration of higher density development that provides diverse housing forms and access to employment and daily needs (e.g. places selling food, medical services, schools, recreational amenities, etc.)
- Acknowledges the relationship between land use and transportation, parks and trails, community amenities, servicing infrastructure, and tree canopy coverage
- Advocates for transportation and capacity improvements to support additional growth.
- Outlines opportunities to strengthen physical and social connections between neighbourhoods
- Promotes the application of Universal Design principles and guidelines to public spaces and improvements

3.1 – Create safe and complete communities (cont.)

- Growth Management and Community Character Preservation
- Diverse and Affordable Housing
- Mobility & Connectivity
- Community Well-Being
- Community Safety & Security
- Regional Partnerships

7.0 Housing

- Aims to ensure that housing supply is reflective of diverse needs in the community (age, income, household size, ability, etc.) through exploring measures to incentivize and enable the provision of a range of housing types, in terms of both form and tenure

8.0 Transportation and Mobility

- Seeks to expand mobility options and ensure that sufficient infrastructure (transit stops, bike lanes, sidewalks, etc.) is provided throughout the community, particularly in those areas where population densities are highest such as Mobility Hubs, to improve the ease of getting around the community

9.0 Community Infrastructure and Services

- Contemplates how the adverse impacts of climate change on infrastructure will be mitigated to reduce risk to the community resulting from extreme weather events (e.g. flooding)

11.0 Natural Environment and Hazards

- Provides guidance for directing new development away from areas prone to hazards to reduce any potential community safety risks

14.0 Community Well-Being and Culture

- Outlines opportunities for Town partnerships with other agencies to enhance community safety and directs the update of an Emergency Response Plan for managing local and regional emergencies

3.2 – Improve housing affordability

- Diverse & Affordable Housing

Part Two – Land Use

- Supports opportunities to provide diverse housing forms in land use designations where residential uses are permitted within the Urban Containment Boundary

7.0 Housing

- Aims to incorporate accessible and adaptable housing units into multi-unit residential development
- Considers how to best support the provision of below market and supportive housing through density bonusing and inclusionary zoning regulations
- Encourages the development of housing forms that meet the needs of families and seniors
- Considers opportunities to provide, maintain, and secure affordable rental housing stock
- Supports the collaboration and partnerships with other levels of government to deliver affordable housing

**4.1 – Improve
multi-modal
connectivity
and mobility**

- Mobility & Connectivity
- Sustainable Service Delivery through Asset Management

5.1 General Framework and Considerations for (Land Use)

- Identifies Mobility Hubs intended to absorb growth and provide frequent transit service and access to other alternate modes of transport
- Outlines considerations for new development within Mobility Hubs to ensure that mobility infrastructure is well-integrated within the public realm
- Aims to strengthen connections between neighbourhoods to enhance the travel experience throughout View Royal

**4.1 – Improve
multi-modal
connectivity
and mobility
(cont.)**

- Mobility & Connectivity
- Sustainable Service Delivery through Asset Management

8.0
Transportation
and Mobility

- Pursues improvements to transit infrastructure to facilitate reliable service and prioritizes such improvements to identified areas in need
- Seeks to eliminate barriers to active transportation by establishing an extensive, separated, and accessible network across View Royal
- Seeks to incorporate mixed-use zoning and transit supporting infrastructure to Mobility Hubs designated for higher densities
- Contemplates transportation demand management and other strategies in partnership with adjacent municipalities, the Province, BC Transit and First Nations for improving the flow of traffic throughout View Royal, reducing congestion, maintaining mobility, supporting economic activity, and enhancing community livability
- Aims to reduce reliance on the private vehicle by supporting alternate modes of transport
- Expects that future growth would be informed by realistic assumptions regarding the delivery of provincial, regional, and local transportation infrastructure

		13.0 Parks, Trails and Recreation	• Acknowledges the role of trails in providing opportunities for both leisure and transport • Encourages enhancing connections between parks, green spaces, recreation facilities, schools, and residential areas to better support walking, cycling, and rolling as primary modes of transport to key destinations
5.1 – Realize the region’s economic potential	• Economic Development • Reconciliation	5.2 Western Gateway Employment District Corridor Designation	• Acknowledges the strategic location of the Western Gateway Corridor as an employment hub within the Capital Regional District and its role as a corridor connecting View Royal to Colwood and other West Shore communities • Aims to retain the corridor’s existing function as employment lands • Allows for a range of employment-oriented uses and aims to create conditions for further economic activity through flexible policy that encourages higher densities and a mix of uses
		Part Three – Reconciliation	• Seeks to establish opportunities to work collaboratively with Xwsepsem and Songhees Nations on local and regional economic development initiatives

10.0 Economic
Development

- Aims to attract new business and industry, particularly those in health services, technology, and tourism by directing the Town to undertake supporting studies and consider policy and regulatory changes that can expand permissions for desirable economic growth.
- Supports the retention of existing businesses through further collaboration to address challenges and create conditions that allow for long-term economic success in View Royal
- Identifies the need for a community economic development strategy
- Acknowledges the role of home-based businesses and entrepreneurs in contributing to the local economy

6.1 – Foster a resilient food and agriculture system

- Natural Amenities
- Reconciliation

5.11 Rural Land Use Designation

- Designates and protects rural lands to encourage farming and agriculture as a predominant use

Part Three – Reconciliation

- Commits to learning and collaborating with X^wsepsem and Songhees Nations on Indigenous food systems

9.0 Community Infrastructure and Services

- Supports initiatives and actions in sustainable food waste management (e.g. composting, three-stream waste separation)

14.0 Community Well-Being and Culture

- Encourages the development of a food security strategy
- Discusses opportunities for collaboration with X^wsepsem and Songhees Nations on cultivating, gathering, and harvesting traditional foods
- Promotes small-scale, healthy, and affordable food retail uses

7.1 – Significantly reduce community-based greenhouse gas emissions

- Natural Amenities
- Climate Action & Resilience
- Reconciliation

Part Two – Land Use

- Establishes land use designations that support a compact built form, alternate modes of transport, and a lower carbon footprint through neighbourhoods that provide residents with their daily needs, reducing the requirement to travel elsewhere in the community or region

7.0 Housing

- Supports a variety of housing typologies beyond detached dwelling forms that allow for compact development

8.0
Transportation
and Mobility

- Outlines actions to enable increased mode share for active transportation and transit

9.0 Community
Infrastructure
and Services

- Considers the role of natural assets in infrastructure service delivery
- Discusses necessary upgrades to infrastructure systems to enhance climate resiliency

11.0 Natural
Environment
and Hazards

- Aims to protect the public from hazardous areas susceptible to the impacts of climate change
- Acknowledges the importance of urban forests and habitats and aims to preserve these significant features and areas
- Encourages climate-resilient development and infrastructure improvements

**Capital Regional
District Regional
Growth Strategy
Objectives**

**Official
Community Plan
Goals
(see Section 2.3)**

Policy Sections

Summary of Policy Direction

- Natural Amenities
- Climate Action & Resilience
- Reconciliation

12.0 Climate
Action and
Sustainability

- Commits to 100% reduction in community greenhouse gas emissions from 2007 levels by 2050
- Identifies opportunities for collaboration with Xwsepsem and Songhees Nations to incorporate Indigenous knowledge into climate action and resilience
- Contemplates programming and policy that will allow for low carbon buildings, including new housing
- Encourages the creation of a climate adaptation and mitigation strategy
- Acknowledges the importance of regional partnerships in achieving climate related goals and collaborating on climate mitigation efforts

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REPORT TO PLANNING AND PROTECTIVE SERVICES COMMITTEE MEETING OF WEDNESDAY, JUNE 24, 2026

SUBJECT Regional Context Statement Alignment Review – Town of View Royal

ISSUE SUMMARY

To review the Town of View Royal's Regional Context Statement (RCS) in relation to the Capital Regional District's (CRD) Regional Growth Strategy (RGS) Bylaw (Bylaw No. 4017).

BACKGROUND

The RGS is a vision for the future of the capital region, guiding decisions on regional issues such as transportation, population growth and settlement patterns. The RGS promotes the long-term livability of the region with policy intended to enhance social, economic and environmental performance. The current RGS was adopted by the CRD Board on March 14, 2018 (Bylaw No. 4017). On April 14, 2021 the CRD Board amended the RGS with updated population projections (Bylaw No. 4328).

An RCS, adopted within a local government's Official Community Plan (OCP), sets out the relationship between the RGS and OCP and how they will be made compatible over time. Per section 446 of the *Local Government Act* (the *Act*), an OCP in a local government to which an RGS applies must include an accepted RCS. The *Act* stipulates that upon receipt of a proposed RCS, the CRD Board must respond by resolution within 120 days to the municipal council to indicate whether or not it accepts the RCS. The Board is deemed to have accepted the RCS if it does not respond within the 120-day period.

On April 11, 2018, the CRD Board approved a framework to guide the evaluation of regional context statements.

On May 27, 2026, the Town of View Royal submitted a draft RCS for CRD staff review and Board acceptance, then on June 17, 2026 an amended RCS was provided as approved and referred by Council resolution (see Appendix A). The RCS was prepared as part of a broad OCP update (Bylaw No. 1180, 2026) to establish a new community vision, new goals, policies, and actions to guide decision-making, ensuring alignment with an updated Housing Needs Report, and updating form and character and Environmental Development Permit Areas and guidelines. The CRD Board previously approved the Town of View Royal's RCS on December 11, 2019.

Regional Planning staff have evaluated both the draft and final versions of the amended RCS in accordance with the Board-approved Regional Context Statement Framework. This framework identifies three criteria against which staff should evaluate an RCS:

- 1) **All relevant content is included:** The RCS addresses all RGS content relevant to the OCP. Content that is not applicable in the context of the OCP should be identified as "not applicable".
- 2) **Clearly articulates relevant content:** The RCS provides a sufficient level of detail to convey how the specific OCP content relates to the RGS.
- 3) **Plan to be consistent over time:** The RCS identifies how the OCP will become consistent with the RGS over time, if content is not immediately consistent.

Appendix B presents a summary of the evaluation.

ALTERNATIVES

Alternative 1

The Planning and Protective Services Committee recommends to the Capital Regional District Board:

That the Town of View Royal Regional Context Statement be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and be accepted in accordance with the requirements of section 448 of the *Local Government Act*.

Alternative 2

The Planning and Protective Services Committee recommends to the Capital Regional District Board:

That the Town of View Royal Regional Context Statement be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and not be accepted in accordance with the requirements of section 448 of the *Local Government Act*.

Alternative 3

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

IMPLICATIONS

Intergovernmental Implications

Board acceptance of the RCS is a key RGS implementation tool as the context statement relates a local government's OCP to the RGS. The OCP provides policies that guide decisions related to land use, infrastructure, mobility, housing, parks and other content under the authority of a local government. The Town of View Royal has submitted a proposed RCS to fulfill its statutory obligation to have an accepted RCS that demonstrates the relationship of its new OCP to the RGS. An accepted RCS is necessary in order for the adoption of an updated OCP.

Regional Growth Strategy Implications

The Town of View Royal's proposed RCS demonstrates a strong relationship to the RGS that supports the RGS vision and objectives, based on staff's analysis against the RCS evaluation criteria. The RCS fully captures all relevant OCP content (*criteria #1*) and identifies how the OCP relates to the RGS (*criteria #2*). No policy areas have been identified in the RCS where the OCP needs to become consistent with the RGS over time (*criteria #3*).

As outlined in Appendix B, the RCS is aligned with the vision and objectives for growth management, environment and infrastructure, housing and community, transportation, economic development, food systems and climate action. The Town of View Royal recognizes its place within the region as an important hub for transportation and seeks to align future growth with the multi-modal network. The OCP has policies that support increasing density in mixed use areas in proximity to transit hubs and continuing to build out local walking, cycling, and rolling options to connect neighbourhoods. The OCP also supports the Urban Containment Boundary as a means of protecting rural lands and natural spaces and to focus infrastructure investment on denser urban areas.

Environmental & Climate Implications

The CRD Climate Action Strategy identifies sustainable land use, planning and preparedness as an important goal area to reduce greenhouse gas (GHG) emissions. RGS implementation, including the approval of RCSs that will help reduce community-based GHG emissions, is a key action.

As shown in Appendix B, the Town of View Royal RCS references a range of OCP policy that supports the ongoing protection of rural lands and natural areas, policies to identify, protect, enhance, and restore healthy ecosystems, and policies regarding Environmentally Sensitive Areas, and ongoing support for the protection of regional parks.

The RCS also speaks to OCP goals for reducing community-based GHG emissions and mitigating the impacts of climate change. This will be done through encouraging compact built form, supporting alternative modes of transport, and prioritizing climate-resilient development and infrastructure. As well, the OCP speaks to the importance of protection of natural assets, planning for climate resiliency, and protecting the public in hazardous areas susceptible to climate change impacts.

Alignment with Board & Corporate Priorities

Reviewing RCSs for consistency addresses the Planning Community Need from the 2023-2026 CRD Corporate Plan goal 8a for managed growth. The RCS review is an on-going initiative, which is part of Regional Planning's core service delivery.

Alignment with Existing Plans & Strategies

The Town of View Royal's RCS is aligned with existing CRD plans and strategies that detail and enact the seven primary objectives of the RGS.

CONCLUSION

Provincial legislation requires that a municipal OCP contains an accepted RCS. Board acceptance of the RCS is a key tool for RGS implementation. Staff have reviewed the Town of View Royal's proposed RCS in accordance with the Board-approved evaluation framework. The RCS demonstrates a strong relationship to the RGS and will work toward achieving RGS vision and objectives.

RECOMMENDATION

The Planning and Protective Services Committee recommends to the Capital Regional District Board:

That the Town of View Royal Regional Context Statement be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and be accepted in accordance with the requirements of section 448 of the *Local Government Act*.

Submitted by:	Patrick Klassen, MCIP, RPP, Senior Manager, Regional Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Housing, Planning and Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Town of View Royal Draft Regional Context Statement
Appendix B: Regional Context Statement Evaluation



TOWN OF VIEW ROYAL

45 View Royal Avenue, Victoria, BC, Canada V9B 1A6
Ph: 250-479-6800 · E: info@viewroyal.ca · www.viewroyal.ca

The following resolution was passed by the Town of View Royal Council at its meeting held June 16, 2026:

THAT the Official Community Plan and section 16.2 of the Regional Context Statement be amended to incorporate the following:

“The Town supports the objectives of the Regional Growth Strategy and recognizes that growth and transportation function as an integrated system.

Decisions regarding the location, intensity, and timing of growth directly influence travel demand, congestions, infrastructure costs, accessibility, and community livability.

The Town notes that regional transportation planning work has identified increasing pressure on key transportation corridors and growing communities throughout the Capital Region. Growth patterns, transportation network performance transit effectiveness, and infrastructure capacity are closely interconnected and should be planned together.

Accordingly, the Town support growth that is aligned with available and planned transportation infrastructure and services. The Town considers transportation capacity, transit service levels, active transportation connectivity, emergency access, and regional mobility performance to be important factors in determining the pace, scale, and location of future growth.

Where transportation infrastructure and services are not keeping pace with population and employment growth, the Town may advocate for transportation investments and capacity improvements before significant additional growth is accommodated. Expectations regarding future growth should be informed by realistic assumptions regarding the delivery of provincial, regional, and local transportation infrastructure.

The Town will continue to work with the Capital Regional District, neighbouring municipalities, BC Transit, the Province of British Columbia, First Nations, and other partners to support integrated land use and transportation planning that maintains mobility, supports economic activity, and protects community livability.

AND THAT the Regional Context Statement, as provided in Attachment A of the report dated June 9, 2026 from the Director of Development Services titled “Official Community Plan – Proposed Regional Context Statement” and amended with the inclusion of the above statement be referred to the Capital Regional District Board of Directors for consideration and acceptance.

I hereby certify the above to be a true copy of the resolution passed by the Town of View Royal Council on June 16, 2026.

Dated at Victoria, British Columbia, this 16th day of June, 2026.

A handwritten signature in black ink, appearing to read 'E. Bolster', written in a cursive style.

Elena Bolster
Corporate Officer

16.0 Regional Context Statement

16.1 CONTEXT

The Capital Regional District's Regional Growth Strategy was adopted in 2018 and provides a framework for regional social, economic, and environmental objectives to enhance the quality of life within the region. As a member municipality within the Capital Regional District, the Town participates in the coordination and delivery of regional services and initiatives. When a local government is located within a regional district where a regional growth strategy applies, its Official Community Plan must, under sections 446 and 447 of the *Local Government Act*, include a regional context statement describing the relationship of the document with the regional growth strategy. This section of the Official Community Plan comprises the Regional Context Statement and outlines how the land use designations, policies, and growth management framework align with and support the objectives of the Regional Growth Strategy.

A Regional Growth Strategy is a plan adopted by a regional district to guide decisions on growth, change and development within its boundaries and is guided by legislation in the Local Government Act. Section 428 of the Local Government Act establishes the purpose of a Regional Growth Strategy as promoting human settlement that is socially, economically, and environmentally healthy, and that makes efficient use of public facilities and services, land, and other resources.

Check out the [**Capital Regional District's Regional Growth Strategy**](#) to learn more!

16.2 REGIONAL CONTEXT STATEMENT ALIGNMENT

Capital Regional District Regional Growth Strategy Objectives	Official Community Plan Goals (see Section 2.3)	Policy Sections	Summary of Policy Direction
1.1 – Keep urban settlement compact	• Growth Management & Community Character Preservation • Sustainable service delivery through asset management • Natural Amenities	Part Two – Land Use	• Enable infill and redevelopment within existing neighbourhoods through the Small-Scale Multi-Unit Housing land use designation • Allows for higher density development in and around Mobility Hubs and corridors, such as the Hospital Transit-Oriented Area and the Western Gateway Employment District Corridor • Directs new development to occur within the Urban Containment Boundary
1.2 – Protect the integrity of rural communities	• Natural Amenities • Growth Management and Community Character Preservation	5.13 Rural Designation 11.0 Natural Environment and Hazards	• Limits new development north of Thetis Lake to preserve the area's rural character • Protects and minimizes impacts on the natural environment by discouraging development in environmentally significant areas • Allows for agricultural activities on lands designated as Rural

**Capital Regional
District Regional
Growth Strategy
Objectives**

**Official
Community Plan
Goals
(see Section 2.3)**

Policy Sections

Summary of Policy Direction

**2.1 – Protect,
conserve
and manage
ecosystem
health**

- Natural Amenities

5.15 Parks Trails and Open Space

- Designates important ecosystems for protection and preservation, such as watercourses, shorelines, and terrestrial habitats located in both local and regional parks

11.0 Natural Environment and Hazards

- Encourages the preservation of green space and other areas that contribute to healthy ecosystems and the Town’s ecological integrity
- Supports the implementation of the Town’s Urban Forestry Strategy, which recognizes trees as natural assets
- Supports watershed protection for all waterbodies in View Royal, including shorelines as part of coastal adaptation efforts

13.0 Parks, Trails and Recreation

- Promotes opportunities for parkland acquisition to further protect environmental areas and contribute to the local and regional parks network
- Outlines intent to preserve and restore environmentally sensitive areas within existing parks

**2.2 – Manage
 regional
 infrastructure
 services
 sustainably**

- Sustainable Service Delivery through Asset Management

**9.0 Community
 Infrastructure
 and Services**

- Contemplates new and upgrades to existing infrastructure systems in a fiscally responsible manner to support compact and sustainable development
- Considers the full lifecycle of infrastructure cost and maintenance
- Outlines considerations for mitigating the adverse impacts of climate change on infrastructure
- Discourages the extension of infrastructure services outside of the Urban Containment Boundary

**3.1 – Create safe
and complete
communities**

- Growth Management and Community Character Preservation
- Diverse and Affordable Housing
- Mobility & Connectivity
- Community Well-Being
- Community Safety & Security
- Regional Partnerships

5.1 General Framework and Considerations (Land Use)

- Identifies Mobility Hubs where frequent transit service is desired, along with the concentration of higher density development that provides diverse housing forms and access to employment and daily needs (e.g. places selling food, medical services, schools, recreational amenities, etc.)
- Acknowledges the relationship between land use and transportation, parks and trails, community amenities, servicing infrastructure, and tree canopy coverage
- Advocates for transportation and capacity improvements to support additional growth.
- Outlines opportunities to strengthen physical and social connections between neighbourhoods
- Promotes the application of Universal Design principles and guidelines to public spaces and improvements

3.1 – Create safe and complete communities (cont.)

- Growth Management and Community Character Preservation
- Diverse and Affordable Housing
- Mobility & Connectivity
- Community Well-Being
- Community Safety & Security
- Regional Partnerships

7.0 Housing

- Aims to ensure that housing supply is reflective of diverse needs in the community (age, income, household size, ability, etc.) through exploring measures to incentivize and enable the provision of a range of housing types, in terms of both form and tenure

8.0 Transportation and Mobility

- Seeks to expand mobility options and ensure that sufficient infrastructure (transit stops, bike lanes, sidewalks, etc.) is provided throughout the community, particularly in those areas where population densities are highest such as Mobility Hubs, to improve the ease of getting around the community

9.0 Community Infrastructure and Services

- Contemplates how the adverse impacts of climate change on infrastructure will be mitigated to reduce risk to the community resulting from extreme weather events (e.g. flooding)

11.0 Natural Environment and Hazards

- Provides guidance for directing new development away from areas prone to hazards to reduce any potential community safety risks

14.0 Community Well-Being and Culture

- Outlines opportunities for Town partnerships with other agencies to enhance community safety and directs the update of an Emergency Response Plan for managing local and regional emergencies

3.2 – Improve housing affordability

- Diverse & Affordable Housing

Part Two – Land Use

- Supports opportunities to provide diverse housing forms in land use designations where residential uses are permitted within the Urban Containment Boundary

7.0 Housing

- Aims to incorporate accessible and adaptable housing units into multi-unit residential development
- Considers how to best support the provision of below market and supportive housing through density bonusing and inclusionary zoning regulations
- Encourages the development of housing forms that meet the needs of families and seniors
- Considers opportunities to provide, maintain, and secure affordable rental housing stock
- Supports the collaboration and partnerships with other levels of government to deliver affordable housing

**4.1 – Improve
multi-modal
connectivity
and mobility**

- Mobility & Connectivity
- Sustainable Service Delivery through Asset Management

5.1 General Framework and Considerations for (Land Use)

- Identifies Mobility Hubs intended to absorb growth and provide frequent transit service and access to other alternate modes of transport
- Outlines considerations for new development within Mobility Hubs to ensure that mobility infrastructure is well-integrated within the public realm
- Aims to strengthen connections between neighbourhoods to enhance the travel experience throughout View Royal

**Capital Regional
District Regional
Growth Strategy
Objectives**

**Official
Community Plan
Goals
(see Section 2.3)**

Policy Sections

Summary of Policy Direction

**4.1 – Improve
multi-modal
connectivity
and mobility
(cont.)**

- Mobility & Connectivity
- Sustainable Service Delivery through Asset Management

**8.0
Transportation
and Mobility**

- Pursues improvements to transit infrastructure to facilitate reliable service and prioritizes such improvements to identified areas in need
- Seeks to eliminate barriers to active transportation by establishing an extensive, separated, and accessible network across View Royal
- Seeks to incorporate mixed-use zoning and transit supporting infrastructure to Mobility Hubs designated for higher densities
- Contemplates transportation demand management and other strategies in partnership with adjacent municipalities, the Province, BC Transit and First Nations for improving the flow of traffic throughout View Royal, reducing congestion, maintaining mobility, supporting economic activity, and enhancing community livability
- Aims to reduce reliance on the private vehicle by supporting alternate modes of transport

		13.0 Parks, Trails and Recreation	• Acknowledges the role of trails in providing opportunities for both leisure and transport • Encourages enhancing connections between parks, green spaces, recreation facilities, schools, and residential areas to better support walking, cycling, and rolling as primary modes of transport to key destinations
5.1 – Realize the region’s economic potential	• Economic Development • Reconciliation	5.2 Western Gateway Employment District Corridor Designation	• Acknowledges the strategic location of the Western Gateway Corridor as an employment hub within the Capital Regional District and its role as a corridor connecting View Royal to Colwood and other West Shore communities • Aims to retain the corridor’s existing function as employment lands • Allows for a range of employment-oriented uses and aims to create conditions for further economic activity through flexible policy that encourages higher densities and a mix of uses
		Part Three – Reconciliation	• Seeks to establish opportunities to work collaboratively with Xwsepsem and Songhees Nations on local and regional economic development initiatives

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Development

- Aims to attract new business and industry, particularly those in health services, technology, and tourism by directing the Town to undertake supporting studies and consider policy and regulatory changes that can expand permissions for desirable economic growth.
- Supports the retention of existing businesses through further collaboration to address challenges and create conditions that allow for long-term economic success in View Royal
- Identifies the need for a community economic development strategy
- Acknowledges the role of home-based businesses and entrepreneurs in contributing to the local economy

6.1 – Foster a resilient food and agriculture system

- Natural Amenities
- Reconciliation

5.11 Rural Land Use Designation

- Designates and protects rural lands to encourage farming and agriculture as a predominant use

Part Three – Reconciliation

- Commits to learning and collaborating with X^wsepsem and Songhees Nations on Indigenous food systems

9.0 Community Infrastructure and Services

- Supports initiatives and actions in sustainable food waste management (e.g. composting, three-stream waste separation)

14.0 Community Well-Being and Culture

- Encourages the development of a food security strategy
- Discusses opportunities for collaboration with X^wsepsem and Songhees Nations on cultivating, gathering, and harvesting traditional foods
- Promotes small-scale, healthy, and affordable food retail uses

7.1 – Significantly reduce community-based greenhouse gas emissions

- Natural Amenities
- Climate Action & Resilience
- Reconciliation

Part Two – Land Use

- Establishes land use designations that support a compact built form, alternate modes of transport, and a lower carbon footprint through neighbourhoods that provide residents with their daily needs, reducing the requirement to travel elsewhere in the community or region

7.0 Housing

- Supports a variety of housing typologies beyond detached dwelling forms that allow for compact development

8.0
Transportation
and Mobility

- Outlines actions to enable increased mode share for active transportation and transit

9.0 Community
Infrastructure
and Services

- Considers the role of natural assets in infrastructure service delivery
- Discusses necessary upgrades to infrastructure systems to enhance climate resiliency

11.0 Natural
Environment
and Hazards

- Aims to protect the public from hazardous areas susceptible to the impacts of climate change
- Acknowledges the importance of urban forests and habitats and aims to preserve these significant features and areas
- Encourages climate-resilient development and infrastructure improvements

**Capital Regional
District Regional
Growth Strategy
Objectives**

**Official
Community Plan
Goals
(see Section 2.3)**

Policy Sections

Summary of Policy Direction

- Natural Amenities
- Climate Action & Resilience
- Reconciliation

12.0 Climate
Action and
Sustainability

- Commits to 100% reduction in community greenhouse gas emissions from 2007 levels by 2050
- Identifies opportunities for collaboration with Xwsepsem and Songhees Nations to incorporate Indigenous knowledge into climate action and resilience
- Contemplates programming and policy that will allow for low carbon buildings, including new housing
- Encourages the creation of a climate adaptation and mitigation strategy
- Acknowledges the importance of regional partnerships in achieving climate related goals and collaborating on climate mitigation efforts

REGIONAL CONTEXT STATEMENT EVALUATION

The Regional Context Statement (RCS) has been reviewed in accordance with the evaluation framework approved by the CRD Board on April 11, 2018. The evaluation framework relies on the three criteria shown below.

1. **All relevant content is included:** The regional context statement addresses all Regional Growth Strategy (RGS) content relevant to the Official Community Plan (OCP). Content that is not applicable in the context of the OCP should be identified as “not applicable”.

***Example:** The regional context statement contains headers, sections, a table or other such format that clearly identifies each applicable RGS objective. Should an objective not apply, such as if a municipality contains no identified food or farmlands, the context statement would note that the objective does not apply.*

2. **Clearly articulates relevant content:** The regional context statement provides a sufficient level of detail to convey how the specific OCP content relates to the RGS.

***Example:** The regional context statement provides content specificity such that it is clear what the Board is accepting. An example is: “RGS Objective X is implemented by building in “...” location, at a range of “...” densities and proximate to “...” services.” A context statement with content as follows: “RGS Objective X is implemented with OCP policies A, B and C” would not be sufficiently specific.*

3. **Plan to be consistent over time:** The regional context statement identifies how the OCP will become consistent with the RGS over time, if content is not immediately consistent.

***Example:** A regional context statement identifies that a municipality will undertake a population projection to determine how to align with the RGS population projections over time.*

Table 1. Regional Context Statement Evaluation Framework

		Relationship to Legislative Requirement For CRD* Board consideration		
LGA	RCS Content	All relevant content is included	Clearly articulates relevant content	Plan to be consistent over time
429(2)(a)	Identify how the OCP relates to the RGS vision on p. 1 of the RGS.			N/A
		The RCS addresses all seven topic areas from the RGS and identifies alignment with all objectives.	Identifies how the objectives and policies are to be implemented.	
429(2)(b)	Identify how the OCP relates to the projections provided in Table 1 of the RGS.			N/A
		The RCS does not directly identify how the OCP relates to projections in RGS Table 1, but this content is available in Appendix A – Community Profile. Projections for population (pg. 256), dwellings (pg. 261), and employment (pg. 263) are provided.	The RCS contemplates three levels of growth scenario, with the low growth projection of 1.1% yearly growth aligning most closely with the CRD's 1% per year growth target for the region. Dwelling projections using the provincial Housing Needs Report methodology exceed RGS projections, but this is due to changing policy and provincial housing target increases since the last RGS update.	

Legend: Regional Context Statement Evaluation



Strong alignment with evaluation criteria; recommend approval



Moderate alignment with evaluation criteria; recommend approval



Weak alignment with evaluation criteria; do not recommend approval

For CRD* Board consideration

For CRD* Board consideration

RCS Content

All relevant content is included

Clearly articulates relevant content

Plan to be consistent over time

Managing and Balancing Growth (Objectives 1.1 & 1.2)



N/A

429(2)(c) Identify how the OCP
and (d); relates to the RGS.
429(3)

The RCS identifies how the OCP aligns with RGS objectives for managing and balancing growth.

The RCS identifies OCP sections with growth management policies that are aligned with RGS objectives. The focus of future growth will be in higher density development around mobility hubs and in two designated transit-oriented areas and with infill development and small-scale multi-unit housing in other areas.

The RCS displays alignment with RGS objective 2.1 to protect the integrity of rural communities by directing new development within the urban containment boundary and limiting development in rural designated areas. Development is also discouraged in environmentally sensitive areas.

Legend: Regional Context
Statement Evaluation



Strong alignment with evaluation criteria; recommend approval



Moderate alignment with evaluation criteria; recommend approval



Weak alignment with evaluation criteria; do not recommend approval

Relationship to Legislative Requirement
For CRD* Board consideration

LGA	RCS Content	All relevant content is included	Clearly articulates relevant content	Plan to be consistent over time
		Environment and Infrastructure (Objective 2.1 & 2.2)		
				N/A
		The RCS identifies how the OCP aligns with RGS objectives for environmental protection, sustainability, and the efficient delivery of infrastructure.	The RCS supports RGS principles of protecting, conserving, and managing ecosystem health. This includes protection and preservation of watercourses, shorelines, and terrestrial habitats. Priorities are expressed for preservation of green space, implementation of the Urban Forestry Strategy, and watershed protection. The RCS speaks to the RGS objective to manage regional infrastructure services sustainably with a focus on infrastructure development that is fiscally responsible, with full lifecycle and maintenance costing, and with consideration for mitigating adverse impact of climate change. The OCP also discourages extension of infrastructure services beyond the Urban Containment Boundary.	

Legend: Regional Context
Statement Evaluation



Strong alignment with evaluation criteria; recommend approval



Moderate alignment with evaluation criteria; recommend approval



Weak alignment with evaluation criteria; do not recommend approval

Relationship to Legislative Requirement
For CRD* Board consideration

LGA	RCS Content	All relevant content is included	Clearly articulates relevant content	Plan to be consistent over time
	Housing and Community (Objectives 3.1 & 3.2)			
		✓	✓	N/A
	The RCS identifies how the OCP aligns with RGS objectives for housing and complete communities. The RCS speaks to the RGS objective for creating safe and complete communities with a focus on providing diverse housing forms, access to employment and daily needs to support community members of all ages and abilities. The RCS highlights the OCPs focus on the relationship between land use, transportation, parks and trails, community amenities, servicing infrastructure, and tree canopy coverage as a means of strengthening physical and social connections between neighbourhoods. Regarding the RGS objective for improving housing affordability, the RCS identifies OCP policy to incorporate accessible and adaptable housing units into multi-unit residential development. The OCP also addresses how the Town could support below market and supportive housing through density bonusing and inclusionary zoning regulations.			

Legend: Regional Context
Statement Evaluation



Strong alignment with evaluation criteria; recommend approval



Moderate alignment with evaluation criteria; recommend approval



Weak alignment with evaluation criteria; do not recommend approval

Relationship to Legislative Requirement

For CRD Board consideration

LGA	RCS Content	All relevant content is included	Clearly articulates relevant content	Plan to be consistent over time
	Transportation (Objective 4.1)			N/A
	The RCS identifies how the OCP aligns with RGS objectives for transportation. The RCS highlights the need to align higher density mixed-use development with improved transportation options by focusing growth around designated mobility hubs. It also seeks to expand mobility options and ensure sufficient infrastructure throughout the community. Support is expressed for working with neighbouring local governments on transportation demand management strategies as a means of reducing congestion. The RCS acknowledges the role of trails in providing opportunities for both leisure and transportation and prioritizes enhancing connections to support walking, cycling, and rolling as primary modes of transport. This is particularly important in View Royal as a key connecting point for regional trails.			

Legend: Regional Context Statement Evaluation



Strong alignment with evaluation criteria; recommend approval



Moderate alignment with evaluation criteria; recommend approval



Weak alignment with evaluation criteria; do not recommend approval

Relationship to Legislative Requirement
For CRD Board consideration

LGA	RCS Content	All relevant content is included	Clearly articulates relevant content	Plan to be consistent over time
	Economic Development (Objective 5.1)			
				N/A
	The RCS identifies how the OCP aligns with RGS objectives for economic development.		The RCS highlights the importance of the Western Gateway Corridor along Island Highway as a growing employment hub. The OCP supports a range of employment-oriented uses and locating higher density development in this area. The OCP aims to attract new business and industry, particularly in health services, technology, and tourism. The need for a local economic development strategy is noted.	
	Food and Agricultural Systems (Objective 6.1)			
				N/A
	The RCS identifies how the OCP aligns with RGS objectives for food and agricultural systems.		The RCS identifies that the OCP supports food systems by protecting rural lands to encourage farming and agriculture as a primary use, supporting initiatives for sustainable food waste management, and the development of a food security strategy. There is also a commitment to collaborating with X ^w sepsem and Songhees Nations to support traditional Indigenous food systems.	

Legend: Regional Context
Statement Evaluation



Strong alignment with evaluation criteria; recommend approval



Moderate alignment with evaluation criteria; recommend approval



Weak alignment with evaluation criteria; do not recommend approval

Relationship to Legislative Requirement
For CRD Board consideration

LGA	RCS Content	All relevant content is included	Clearly articulates relevant content	Plan to be consistent over time
	Climate Action (Objective 7.1)			
		✓	✓	N/A
	The RCS identifies how the OCP aligns with RGS objectives for climate action.		The RCS aligns with the RGS objective and policies for reducing community-based greenhouse gas emissions. Compact built form, alternative modes of transport, and a lower carbon footprint are all prioritized. A wide range of OCP policies encourage climate-resilient development and infrastructure. The RCS notes the importance of protecting natural assets, planning for climate resiliency, and protecting the public from hazardous areas susceptible to the impacts of climate change.	

Acronym*	
CRD	Capital Regional District
LGA	Local Government Act
OCP	Official Community Plan
RCS	Regional Context Statement
RGS	Regional Growth Strategy

Legend: Regional Context Statement Evaluation



Strong alignment with evaluation criteria; recommend approval



Moderate alignment with evaluation criteria; recommend approval



Weak alignment with evaluation criteria; do not recommend approval

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT Build Communities Strong Fund Grant Applications

ISSUE SUMMARY

To seek Capital Regional District (CRD) Board support for five grant applications to the Build Communities Strong Fund (BCSF) for the Direct Delivery Stream and Local Impact Stream.

BACKGROUND

In Budget 2025, the Government of Canada announced the BCSF. Starting in 2026-2027, the program will invest \$51 billion over 10 years, and \$3 billion ongoing to support infrastructure projects. Eligible projects include community infrastructure, climate resilience infrastructure, health infrastructure, housing-related and education-related infrastructure. The funding will be delivered through three streams: Provincial and Territorial, Direct Delivery and the Community Stream (formerly, Canada Community-Building Fund). In British Columbia (BC) the Community Stream is administered by the Union of BC Municipalities on behalf of the Government of Canada.

1. Direct Delivery Stream

The Direct Delivery Stream opened a call for applications June 16 – July 14 (extended to July 20), 2026, administered by Housing, Infrastructure and Communities Canada. The Direct Delivery Stream will provide \$6 billion over the 10 years to support regionally significant, climate adaptation and local infrastructure projects. Projects could be identified through consultation, application/Expression of Interest submission, projects considered within other existing grant programs and those identified in Budget 2025. For this stream, projects must be shovel-ready and able to begin construction before the end of 2026. The program continues to accept Expression of Interests for projects starting at a later date. Appendix A provides further details on the scope of the program and the application intake.

2. Local Impact Stream

As part of the Direct Delivery Stream, Canada's Regional Development Agencies will deliver \$1 billion in funding over four years to support smaller community projects through the Local Impact Stream. In BC, Pacific Economic Development Canada (PacifiCan) administers this program, and issued a call for applications from June 18 – September 14, 2026. Applications are assessed on a first-come, first-served basis. This program is for smaller scale projects that focus on community infrastructure with shovel-ready projects prioritized. Appendix B provides further details regarding applying.

Neither program has a limit on the number of applications that could be submitted. Through communication with the grant program, we are strongly encouraged to prioritize our projects. The Executive Leadership Team (ELT) identified and endorsed the projects put forward for submission.

Neither grant program requires a Board resolution. The CRD's Delegation Bylaw No. 4186 requires grants exceeding 500K to have Board authorization. As of August 24, 2024, only projects for Direct Delivery Stream have been submitted while two are in progress to the Local Impact Stream. Due to the short timeframe of the Direct Delivery intake, staff are seeking Board approval post-application submission. While some of the requests are for less than 500K, receiving Board approval will strengthen the application by highlighting organizational support to the projects.

ALTERNATIVES

Alternative 1

That the Capital Regional District Board supports the following five project's application submissions and commits to the applicant cost-share contribution. Staff are instructed to apply for, negotiate, and if successful, enter into an agreement and do all such things necessary for accepting grant funds and overseeing grant management, including any cost overruns for the proposed projects as below.

Direct Delivery Stream (submitted)

1. Regional Trestles Renewal, Trails Widening and Lighting Project – Section A. Safety, capacity and accessibility upgrades to approximately 3.5 kilometers of the Galloping Goose Regional Trail in Victoria, British Columbia between Selkirk Trestle and Tillicum Road
2. Wastewater Treatment Plant Upgrades Project – Moving Bed Biofilm Reactor – Capital Regional District, Maliview Sewer Service, Salt Spring Island, British Columbia
3. Lyall Harbour Boot Cove Water Local Service Upgrades and Money Lake Dam Safety Improvements Project

Local Impact Stream (in progress)

1. Port Renfrew Community Park Playground Renewal Project
2. Island View Beach Regional Park Accessible Boardwalk and Viewing Platform Project

Alternative 2

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

IMPLICATIONS

Financial Implications

The Direct Delivery Stream will provide up to 40% of eligible project costs with no minimum or maximum grant request. The Local Impact Stream will provide up to 50% of eligible project costs up to \$1 million in funding per project. For both programs, applicant cost-share must be secured at the time of application submission. Table 1 and Table 2 outline the grant request, project cost and funding sources for both streams.

Table 1: Direct Delivery Stream

Project Title	Grant Request (\$)	Estimated Total Project Cost (\$)	Other Funding Sources
Regional Trestles Renewal, Trails Widening and Lighting Project – Section A. Safety, capacity and accessibility upgrades to approximately 3.5 kilometers (km) of the Galloping Goose Regional Trail in Victoria, BC between Selkirk Trestle and Tillicum Road (Regional Service)	11,376,930	50,000,000	Growing Communities Fund, BC Active Transportation Grant, Debt, Service Reserve Fund
Wastewater Treatment Plant (WWTP) Upgrades Project – Moving Bed Biofilm Reactor (MBBR) – CRD, Maliview Sewer Service (Salt Spring Island (SSI), BC Electoral Area (EA) Service)	838,000	4,618,040	Investing in Canada Infrastructure Program – Rural and Northern Communities Grant, Debt, Service Reserve Fund, Community Works Fund (CWF)
Lyall Harbour Boot Cove Water Local Service Upgrades and Money Lake Dam Safety Improvements Project (Southern Gulf Islands EA Service)	664,000	2,000,000	Debt, CWF
TOTAL	12,878,930	56,618,040	

All three of the projects in Table 1 have a debt component as part of their applicant cost-share contribution. These three projects have all secured borrowing authority through the loan authorization bylaw and meet the shovel-ready criteria. If successful, the grant will offset the debt borrowing requirements for the projects, which will reduce the burden on debt servicing costs for the ratepayers in the service areas.

Table 2: Local Impact Stream

Project Title	Estimated Grant Request (\$) ¹	Estimated Total Project Cost (\$)	Other Funding Sources
Port Renfrew Community Park Playground Renewal Project (Juan de Fuca EA Service)	130,000	330,000	CWF
Island View Beach Regional Park Accessible Boardwalk and Viewing Platform Project (Regional Service)	72,000	144,300	Service Reserve Fund
TOTAL	202,000	474,300	

¹ The grant request will be finalized with application submission.

The Port Renfrew Park Playground Equipment Replacement Project has funding secured through an approved CWF grant. The Island View Beach Regional Park Project has funding secured by service reserve fund on hand and is included in the 2027-2031 CRD Regional Parks Capital Plan to be approved by CRD Board.

Service Delivery Implications

Direct Delivery Stream

Regional Trestles Renewal, Trails Widening and Lighting Project – Section A. Safety, Capacity and Accessibility Upgrades to approximately 3.5 km of the Galloping Goose Regional Trail in Victoria, BC between Selkirk Trestle and Tillicum Road

The project will upgrade approximately 3.5 km of the Galloping Goose Regional Trail between Selkirk Trestle to Seaton Street by widening stretches of trail to a separated bicycle and pedestrian pathway inclusive of energy efficient lighting. This design will provide dedicated space for walking and wheeling on one side and two-way cycling on the other. The trestle is a key part of the trail that saw 4.4 million users in 2025. Upgrades include repairs, widening and deck replacement, improving overall safety, comfort and accessibility. The portion of the project that was included in the grant application focuses on approximately 3.5 km of the overall 6 km Regional Trestles Renewal, Trails Widening and Lighting Project. The remaining 2.5 km could be subject to a separate, future application for funding.

WWTP Upgrades Project – MBBR – CRD, Maliview Sewer Service, SSI, BC

The project will construct and install process equipment to upgrade the Maliview WWTP, which is regularly out of compliance. Maliview provides local sewage collection for over 100 lots on SSI to approximately 250 residents. Upgrades will include the purchase of a MBBR technology for secondary treatment and backup power. On top of the economic benefits, this project will have environmental impacts by removing the risk of bypass and non-compliant discharge.

Lyall Harbour Boot Cove Water Local Service Upgrades and Money Lake Dam Safety Improvements Project

The project will include updates to critical infrastructure at Lyall Harbour-Boot Cove's Water Service System on Saturna Island, which serves approximately 465 residents for 155 serviced properties. The proposed updates for the project include Money Lake Dam safety upgrades, replacement of aging and inoperable infrastructure, improvements to water quality monitoring and distribution operations, assessment of alternative groundwater sources and rehabilitation of water storage facilities. Many of these updates are required for public safety, legislative dam safety requirements, infrastructure deficiencies, essential services and drinking water security.

Local Impact Stream

Port Renfrew Community Park Playground Renewal Project

This is a shovel-ready project to replace aging infrastructure at the Port Renfrew Community Park playground. The playground equipment is in poor condition and has reached the end of its service life. The project will modernize the playground through the installation of accessible play

equipment, upgraded safety surfacing, improved site accessibility and supporting amenities designed to encourage inclusive participation for users of all ages and abilities. The playground is used regularly by students from the nearby Port Renfrew Elementary School and is a central gathering place for Port Renfrew and Pacheedaht First Nation families and visitors. Updates are needed to make the space safe, functional and accessible for all users.

Island View Beach Regional Park Accessible Boardwalk and Viewing Platform Project

Island View Beach Regional Park is the third most visited regional park in the CRD, welcoming approximately 500,000 visitors annually and supporting a 47-site campground. This project will build an accessible 300 metre (m) raised boardwalk and wildlife viewing platform (bird-blind) at Island View Beach Regional Park. The 1.8 m wide boardwalk will extend the existing accessible loop trail from 1 km to 1.8 km, creating more opportunities for people of all ages and abilities to enjoy the park. The raised design will also help protect the sensitive sand dune ecosystem and critical habitat for the Species at Risk Contorted Pod Evening Primrose.

CONCLUSION

Both streams under the BCSF provide an opportunity for the CRD to receive substantial funding for critical infrastructure projects. The ELT has identified five projects of significance to the CRD and supports their endorsement to the Board. Projects over 500K require Board resolution. Projects included here that are less than 500K will also receive endorsement highlighting the CRD's support and prioritization.

RECOMMENDATION

That the Capital Regional District Board supports the following five project's application submissions and commits to the applicant cost-share contribution. Staff are instructed to apply for, negotiate, and if successful, enter into an agreement and do all such things necessary for accepting grant funds and overseeing grant management, including any cost overruns for the proposed projects as below.

Direct Delivery Stream (submitted)

1. Regional Trestles Renewal, Trails Widening and Lighting Project – Section A. Safety, capacity and accessibility upgrades to approximately 3.5 kilometers of the Galloping Goose Regional Trail in Victoria, British Columbia between Selkirk Trestle and Tillicum Road
2. Wastewater Treatment Plant Upgrades Project – Moving Bed Biofilm Reactor – Capital Regional District, Maliview Sewer Service, Salt Spring Island, British Columbia
3. Lyall Harbour Boot Cove Water Local Service Upgrades and Money Lake Dam Safety Improvements Project

Local Impact Stream (in progress)

1. Port Renfrew Community Park Playground Renewal Project
2. Island View Beach Regional Park Accessible Boardwalk and Viewing Platform Project

Submitted by:	Lia Xu, MSc., CPA, CGA, Manager, Local Services and Corporate Grants
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Iain Lawrence, Acting General Manager, Electoral Area Services
Concurrence:	Michael Barnes, Acting General Manager, Housing, Planning and Protective Services
Concurrence:	Glenn Harris, Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Build Communities Strong Fund – Applicant Guide for Direct Delivery Stream

Appendix B: Build Communities Strong Fund – Local Impact Stream in BC – Applicant Guide



Build Communities Strong Fund

Applicant guide for the direct delivery stream

Spring 2026

Aussi disponible en français sous le titre : Fonds pour bâtir des collectivités fortes – guide du demandeur pour le volet de prestation directe

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1. About the Build Communities Strong Fund

1.1 Purpose of the Build Communities Strong Fund

Announced in Budget 2025, the Build Communities Strong Fund (BCSF) will invest \$51 billion over 10 years, starting in 2026-27, and \$3 billion per year ongoing, to support a wide range of infrastructure projects. The purpose of BCSF is to support the federal government's commitment to improve the quality of life of people living in Canada by creating jobs and economic growth, supporting climate resilience, and building a stronger and more inclusive Canada.

1.2 BCSF funding streams

The BCSF is delivered through three funding streams:

- The **Provincial and Territorial stream** will provide \$17.2 billion through negotiated agreements to provinces and territories over 10 years to support infrastructure projects. It includes a housing-related and education infrastructure sub-stream valued at \$12.2 billion, and a Health-related Infrastructure sub-stream, valued at \$5 billion, to be delivered over three years, for the modernization and expansion of health infrastructure.
- The **Direct Delivery stream** will provide \$6 billion over 10 years directly to eligible recipients to support regionally significant, local, and climate adaptation infrastructure projects. Of the \$6 billion, \$1 billion will be dedicated to smaller-scale projects administered by Canada's seven **Regional Development Agencies**. Please visit the website of the Regional Development Agency that serves your area for more information on how to access this funding.
- The **Community stream** (formerly the [Canada Community-Building Fund](#) (CCBF)) will provide \$27.8 billion over 10 years, continuing to support local and municipal infrastructure priorities through existing agreements.

This guide is intended to support the completion of the Streamlined Application Form (including attestations) under the \$5 billion portion of the **BCSF Direct Delivery stream** that is delivered by the Department of Housing, Infrastructure and Communities. The guide provides not only program-level information, but also some further details under sections related to newer HICC program requirements including those pertaining to federal reporting. This guidance document is evergreen and will be updated and refined as the program evolves.

**Of note: BCSF DD Stream is seeking projects which may be referred to as "preliminary design" and classified as pre-tendering estimates i.e. with a minimum of "Class C" estimates. These projects should have sufficient contingency in line with industry standards.*

If successful, applicants under the BCSF Direct Delivery stream will then need to complete a **Phase 2 Project Details form**, which will be supported by further guidance.

1.3 How does the BCSF Direct Delivery stream work?

The BCSF Direct Delivery stream will see projects identified through a combination of approaches, including:

- Projects identified as a priority by the federal government (e.g. those prioritized through a federal budget)
- Leveraging previous project intakes to other Housing, Infrastructure and Communities Canada (HICC) programs (e.g. Canada Housing Infrastructure Fund [CHIF], Green and Inclusive Community Buildings [GICB], Disaster Mitigation and Adaptation Fund [DMAF])



- Projects identified by partners or stakeholders (e.g. [Canada Infrastructure Bank \(CIB\)](#), [Major Projects Office](#), National Organizations, Indigenous Partners, other levels of government or other federal departments)
- New project intakes (to be determined)

The BCSF Direct Delivery stream is organized in **three sub-streams**:

- **Regionally significant projects** that are unique assets that deliver broader economic, environmental and social benefits beyond the immediate location of the project;
- **Local infrastructure projects** that increase capacity, quality or accessibility of community infrastructure and support complete communities;
- **Climate adaptation projects** that will increase community resiliency by preventing, mitigating or protecting against the impacts of climate change, disasters triggered by natural hazards, and extreme weather events; projects that may include traditional, natural or hybrid infrastructure.

Applicants will be responsible for demonstrating how their project meets the eligibility criteria for the program, stream and sub-stream.

The BCSF Direct Delivery stream has been designed with flexible eligibility requirements and project objectives that better support Indigenous applicants and the realities of Indigenous communities, including a minimum target of 10% of funding will go toward projects with Indigenous applicants.

BCSF was also designed to integrate flexibilities intended for Indigenous applicants including:

- Expanded asset eligibility recognizing unique needs of Indigenous recipients;
- Flexibility in meeting program requirements;
- Up to 100% federal cost sharing of total eligible costs; and,
- Consideration of advance payments (requires prior HICC approval).

Further details for Indigenous applicants can be found in the specific BCSF Direct Delivery Indigenous Applicant Guide.

2. Eligibility requirements under the Direct Delivery stream

This section provides an overview of eligibility requirements under the BCSF Direct Delivery stream. Before applying, please read this section carefully to ensure that the applicant and project meet all required eligibility criteria.

2.1 Who can apply to the Direct Delivery stream?

The following applicants are eligible under the BCSF Direct Delivery stream:

- A **provincial or territorial government**;
- A **provincial or territorial public sector body** (e.g. health authorities, a provincial or territorial organization that delivers municipal services);
- A **municipal or regional government**¹;
- A **municipal or regional public sector body** (e.g. municipally owned corporations);

¹Under the Direct Delivery stream, Canada will enter into direct agreements with successful eligible recipients. Where provincial legislation restricts the federal government's ability to directly enter into agreements with successful recipients, those who are subject to such legislation must obtain provincial authorization prior to entering into an agreement with Canada.

- A **public-sector body**, including but not limited to:
 - Any other form of local governance that exists outside municipal or regional governments (e.g. local health districts)
- A **public or not-for-profit institution** that is directly or indirectly authorized, under the terms of provincial, territorial or federal statute, or Royal Charter, **to deliver post-secondary courses or programs** that lead to recognized and transferable post-secondary credentials;
- An **incorporated not-for-profit organization**;
- A **private sector, for-profit body**, if it is working in collaboration with an eligible public-sector entity, as described above, or with an eligible Indigenous applicant as described below (****note: only private sector, for-profit applicants are required to provide additional partner information and (a) letter(s) of support with its application***);
- An **Indigenous applicant**, as follows
 - An Indigenous governing body, including but not limited to (and to be indicated in application):
 - A band council within the meaning of section 2 of the *Indian Act*;
 - A First Nation, Inuit or Métis government or authority established pursuant to a Self-Government Agreement or a Comprehensive Land Claim Agreement between His Majesty the King in right of Canada and an Indigenous people of Canada, that has been approved, given effect and declared valid by federal legislation;
 - A First Nation, Inuit or Métis government established by or under legislation whether federal or provincial or territorial that incorporates a governance structure;
 - A not-for-profit organization whose primary mandate is to serve Indigenous Peoples;
 - An Indigenous development corporation.

Ineligible applicants under the BCSF Direct Delivery stream include, but are not limited to:

- Private-sector, for-profit bodies that are not partnering with an eligible public sector entity or an eligible Indigenous applicant, as described above;
- Individuals and private citizens;
- Federal entities, including federal Crown corporations; and
- Consultants: only proponents who are responsible for a project's implementation and who own – or will own – the asset(s) are eligible to apply.

Partnerships

In situations where multiple eligible applicants are working together, **one lead applicant** must be identified. The lead applicant will enter into the funding agreement with HICC as the initial recipient. The initial recipient will be responsible to execute and administer the funding agreement with the other eligible recipients referred to as ultimate recipients.

For projects involving a partnership with an Indigenous community or organization, the project is considered Indigenous led if the lead applicant is an Indigenous governing body, not-for-profit organization whose primary mandate is to serve Indigenous Peoples or an Indigenous development corporation.



2.2 What types of projects are eligible for funding?

Eligible projects will support public infrastructure, which is defined as tangible capital assets primarily for public use and/or benefit. They may include capital infrastructure projects or planning projects.

- **Capital infrastructure projects** include new construction, replacement, expansion, rehabilitation, or retrofit of assets that result in tangible infrastructure. Capital infrastructure projects may include planning components, however planning projects cannot include capital components. Capital projects can include natural or hybrid infrastructure.
- **Planning projects** include, but are not limited to, studies or design work. For a planning project to be eligible for funding, it must support a potential future capital project that would be considered eligible under the BCSF Direct Delivery stream.

A **capital infrastructure** project must include assets that fall under one of the following three BCSF direct delivery sub-streams (and indicated as such in the streamlined application form):

- **Regionally Significant***, including but not limited to:
 - **Fixed transportation assets** such as highways, bridges, tunnels, and access roads;
 - **Rolling stock transportation assets** such as light rail transit, heavy rails, and commuter rail vehicles;
 - **Tourism-related infrastructure assets** such as convention centers, etc.;
 - **Energy infrastructure assets** such as energy generation, distribution and storage, and electricity interties of shared electricity;
 - **Sport infrastructure** such as semi-professional training facilities; and,
 - **Other:** to be selected if the applicant has been notified to apply under the Regionally Significant sub-stream for an asset type that is not included in the above categories.

***Important information:**

- *HICC will notify applicants if their project is to be submitted under the Regionally Significant sub-stream Applications e.g. the project is referred from the Government of Canada's Major Projects Office to HICC; or the project is part of a targeted intake for a federal priority as determined by the Minister of Housing and Infrastructure and Minister responsible for Pacific Economic Development Canada. Regionally significant projects will be required to consider private sector investment.*

- **Local infrastructure**, including but not limited to:
 - **Community buildings and spaces** that are accessible to the public and provide community services such as community centres, cultural centres and libraries;
 - **Recreation, sport and park facilities** such as arenas, pools, greenspaces, and parks;
 - **Drinking water assets (whether grey, natural, or hybrid)** such as drinking water treatment facilities, pump stations, and local drinking water pipes;
 - **Wastewater assets (whether grey, natural, or hybrid)** such as wastewater treatment facilities, lagoon systems, pumping and lift stations, and sanitary sewer pipes;
 - **Stormwater management assets (whether grey, natural, or hybrid)** such as permeable land covers, infiltration basins, shoreline protection assets, diversion assets;

*Note that energy retrofits such as solar panels on buildings, replacement of lighting with high-efficiency LED fixtures, upgraded insulation etc. can be implemented in any local infrastructure.

- **Climate adaptation infrastructure**, including but not limited to:
 - **Flood/storm hazard mitigation assets** such as sewers, retention ponds, dykes, dams, breakwater, culverts, permeable land covers, infiltration basins, shoreline protection assets, green roofs and other natural or hybrid assets, etc.
 - **Drought hazard mitigation assets** such as retention ponds, water pipes, pump stations, etc.
 - **Wildfire mitigation assets** such as fuel/firebreaks, etc.
 - **Erosion hazard mitigation assets** such as road relocation due to erosion and/or flooding, breakwaters, ripraps, revetments, etc.
 - **Permafrost thaw hazard mitigation (Territories and Inuit Nunangat only)** such as infrastructure relocation, or thermosyphon integration in buildings, industrial facilities, community facilities, pipelines, etc.
 - **Earthquake hazard mitigation** such as upgrading critical infrastructure to material that will better withstand seismic events.
 - **Natural infrastructure as mitigation** such as vegetation planting, dunes and barrier beaches to mitigate effects of flooding, fire breaks to mitigate spread of wildfires, and green roofs and walls to mitigate effects of extreme heat etc.

Note: To be eligible, applicants must own or will own the asset(s), or have or will have secured all necessary rights and interest in the asset(s). If the asset is privately owned, projects must meet at least one of the following conditions:

- Benefits are direct and tangible to the community;
- Public benefit surpasses private benefit;
- BCSF investments benefit all potential beneficiaries, and not particular individuals;
- Investments focus on essential services to people living in Canada (health, safety, security or economic).

Applicants must indicate their forecasted planning and/or construction start and end dates, and current level of construction readiness. Applicants must also indicate the current class of estimate of the project:

- **Class A:** estimates made after bids for a project have been received, evaluated, verified, and a contract has been awarded. Contingency within 5% to 10% of Total Project Costs.
- **Class B:** estimates made at the “Detailed Design” stage, when the project is ready for tendering. Contingency within 10% to 15% of Total Project Costs.
- **Class C:** estimates at the “Preliminary Design” stage, and may be referred to as pre-tendering estimates. Contingency within 15% to 20% of Total Project Costs.
- **Class D:** estimates at the “Conceptual Design” stage. Contingency within 20% to 30% of Total Project Costs.

2.3 Eligibility and consideration across HICC programs

Project categories that are considered eligible under the Canada Public Transit Fund ([CPTF](#)) and [CHIF](#) will remain eligible under BCSF. Subject to ministerial discretion, projects will not be prioritized under BCSF direct delivery where intakes or other opportunities for funding are available under the CPTF or the CHIF Provincial and Territorial stream.

The eligibility of projects under the BCSF Communities stream (formerly known as the [CCBF](#)) does not limit or change opportunities for funding under the BCSF Provincial and Territorial stream and Direct Delivery streams.

3. Project finances

3.1 Contribution cost-sharing and stacking limits

BCSF Program Funding

The **maximum** BCSF program cost share that BCSF may contribute toward a project is based on recipient type:

- Up to 50% of total eligible expenditures **for provinces and provincial public sector bodies.**
- Up to 40% of total eligible expenditures for the following entities in the provinces: **municipal or regional governments, public-sector bodies, and not-for-profit organizations.**
- Up to 75% of total eligible expenditures **for territorial governments** and the following entities in the territories: municipal or regional governments, public-sector bodies, and not-for-profit organizations;
- Up to 100% of total eligible expenditures **for Indigenous recipients and Inuit communities as outlined in Annex 1 of the Inuit Nunangat Policy (excluding private sector, for profit recipient);**
- Up to 25% of total eligible expenditures **for private-sector, for-profit bodies.**

The actual federal cost share of a given project may be less than the maximum, depending on the project and other sources of funding.

Federal funding and contribution stacking limits

Total funding from all levels of government (including municipal, provincial, territorial and federal) cannot exceed 100% of total project costs, and total federal government funding cannot exceed 100% of total eligible project costs under this program.

Funding used from the BCSF Community Stream (previously the Canada Community Building Fund) will count towards federal funding. It is not considered as BCSF program funding referenced under BCSF Program Funding.

Applicants seeking to stack federal contributions from multiple programs are responsible for considering program eligibility criteria and funding limits for each program, as project costs cannot be duplicated across multiple programs and the lowest stacking limits of other programs may apply.



Private Sector Investment and the Canada Infrastructure Bank

Applicants notified to submit projects that meet the definition of **regionally significant** must consider private sector investment - either through Canada Infrastructure Bank (CIB) financing or other means. Similarly, those with **local infrastructure** and **climate adaptation** projects with TEC equal to or over \$100 million will also be required to consider private sector investment. Applicants will be asked to describe their engagement to date with the CIB or other sources of private investment, including whether investment or financing opportunities are available. Further, project information may be shared with the CIB.

The CIB complements funding options available under BCSF. BCSF collaborates with the CIB to support projects eligible for both low-cost CIB financing and BCSF funding. HICC will take into consideration private sector investment and CIB recommendations when considering funding applications for BCSF. There are no restrictions on accessing CIB financing alongside BCSF funding.

Learn more about the CIB's funding: [Canada Infrastructure Bank \(CIB\)](#).

3.2 Budgeting for project expenses (eligible and ineligible costs)

There may be a threshold related to total eligible costs or requirements related to the type of project, depending on which BCSF direct delivery sub-stream a project falls under:

- As noted above, applicants with **regionally significant projects** must consider private sector investment, either through CIB financing or other means (see box);
- Applicants with **Local infrastructure projects or climate adaptation projects** with TEC above \$100 million must also consider private sector investment, either through CIB financing or other means (see box);
- There are no total eligible cost minimums for **local infrastructure projects or climate adaptation projects**. However, applicants seeking a BCSF contribution of \$1 million or less for community buildings projects are encouraged to apply through their appropriate Regional Development Agency.

What costs are eligible to be reimbursed under BCSF?

Eligible costs are those considered by HICC to be direct and necessary for the successful implementation of an eligible project. Eligible expenditures for contribution funding under BCSF's Direct Delivery stream include but are not limited to:

- Capital costs, construction costs, design and planning costs, cost for professionals, technical personnel, consultants and contractors specifically engaged for the purpose of the project, **as well as costs relating to meeting federal requirements**; and
- Land acquisition linked to the development of natural or hybrid infrastructure, conditional on the recipient submitting a justification, acceptable to Canada, for the need to acquire land as an integral aspect of the project and any other applicable conditions as defined by Canada.

When can contracts be signed for projects funded under BCSF?

- Contracts can be signed prior to project approval, however costs only become eligible after approval of federal funding, unless retroactive eligibility of costs is allowed.



When can costs be incurred in order to be eligible for reimbursement under BCSF?

- Costs related to **meeting federal requirements** are eligible if they are incurred up to two years prior to the federal project approval date, but no earlier than February 26, 2026.
- Costs related to **planning and design costs for projects with capital/construction components** are eligible if they are incurred up to two years prior to the federal project approval date, but no earlier than February 26, 2026. *This is not applicable for standalone planning/design projects.*
- Costs related to **construction or capital components** are eligible if they are incurred after the date of federal project approval.

What costs are ineligible for reimbursement under BCSF?

The following costs are ineligible for reimbursement under BCSF:

- Costs incurred before program approval;
- Costs incurred for cancelled projects;
- Costs associated with non-competitive contracts, unless eligible under Canada's non-competitive procurement policy (which may require approval by Canada);
- Costs for leasing land, buildings and other facilities; costs for leasing equipment other than equipment directly related to the construction of the project; real estate fees and related costs;
- Recipient employee and overhead costs, except:
 - those for the purpose of Indigenous consultation and engagement activities; and
 - incremental costs related to the recipient's employees, if approved in writing by Canada (about which recipients are encouraged to make HICC aware as early as possible)
- Costs associated with on-going operating expenses and regularly scheduled maintenance work;
- Financing charges, legal fees, mediation/alternative dispute resolution fees, collateral on mortgage financing, and loan interest payments, including those related to easements (e.g. surveys), except for:
 - legal fees incurred by Indigenous recipients, excluding those related to litigation or to the purchase of real property (land or building) that is not related to land acquisition linked to the development of natural or hybrid infrastructure, which are reasonable as determined by Canada.
 - legal fees incurred by Indigenous peoples whose rights may be impacted by projects funded by the Program, excluding those related to litigation, which are reasonable as determined by Canada.
 - construction finance costs incurred for public-private partnership projects.
- Any goods and services costs which are received through donations or in kind;
- Provincial sales tax, goods and services tax, and harmonized sales tax for which the ultimate recipient is eligible for a rebate, and any other costs eligible for rebates;
- Cost related to furnishings and non-fixed assets, unless approved by Canada;
- All capital costs, including site preparation and construction costs, until HICC has confirmed that environmental assessment, other applicable federal environmental legislation and Indigenous consultation and accommodation obligations have been met and continue to be met;
- Land acquisition costs, except for
 - costs directly linked to the development of natural or hybrid infrastructure and must be approved by Canada.



What costs require Canada's approval in order to be considered eligible for reimbursement under BCSF?

**Some ineligible costs can be reviewed by Canada for consideration. The below ineligible costs require Canada's approval in order to be considered eligible:*

1. Costs associated with non-competitive contracts (see the "Non-competitive procurement" section below for further details)
2. Costs associated with own force labour (incremental costs related to the recipient's employees)
3. Costs for land acquisition directly linked to the development of natural or hybrid infrastructure
4. Cost related to furnishings and non-fixed assets

Environmental assessment and Indigenous engagement and consultation costs

If the project may have environmental assessment or Indigenous consultation requirements, or the applicant plans to engage with Indigenous peoples, potential related costs must be included in the project budget. Subject to project approval, these costs may be **retroactively eligible up to two years prior to project approval, but no earlier than February 26, 2026.**

- **Environmental assessment costs:** Include costs for environmental assessments, monitoring, and follow-up activities as required by the *Impact Assessment Act* (IAA), modern treaties, or northern regulatory regimes. For projects on federal lands, plan for a potential environmental effects determination (Section 82 of the IAA) and include forecasted costs in the project budget.
- **Indigenous engagement and consultation costs:** Costs may include providing ceremonial offerings, organizing meetings, and distributing project information to Indigenous community members. Costs may also cover funding for Indigenous Peoples to participate in activities that involve a review of the project (e.g., costs associated with attending meetings, providing feedback on documents, and conducting separate studies on archaeological, health or socioeconomic interests). The total costs will depend on the number of consultation activities required based on the nature of the project and the number of communities or organizations that need to be consulted. Costs may vary from one region to another.

Non-competitive procurement

All contracts must be awarded in a way that is **fair, transparent, competitive and consistent with value-for-money principles**. In addition, when applicable, contracts must be awarded in accordance with the Canadian Free Trade Agreement and international trade agreements (see [Annex A: Glossary of terms](#) for the definition of competitive contract).

When non-competitive contracts are necessary for the implementation of a project, and they are **above the specified thresholds**, HICC's approval of the contract is required for the expense to be considered eligible, and therefore payable, under BCSF Direct Delivery stream.

No additional approval is required for non-competitive contracts that have an estimated value below \$40,000 for construction or goods contracts, or \$100,000 for service contracts*.

**The value of the contracts must reflect the total value of all contracts with the same supplier or contractor over the life of the project. Should the value of these contracts exceed the mentioned amounts, approval by Canada is required to consider these eligible expenditures.*



HICC may approve expenditures involving non-competitive contracts if any of the following applies:

- Are for less than \$500,000;
- Are with a public-sector entity;
- Can only be performed by one person or entity;
- Are with an Indigenous recipient;
- Are with an Indigenous organization or governing body and there is a benefit to an Indigenous community; or
- Addresses a state of emergency that has been declared.

For applicants seeking a non-competitive procurement process outside the above, additional approvals may be required, which may take several months and will require a strong rationale for the non-competitive procurement process, as well as more complex and in-depth information requirements.

4. Attestations – Federal requirements and reporting

Eligible projects must meet and report on several **federal horizontal and legal requirements**, where applicable. Applicants will need to complete the BCSF Direct Delivery Streamlined Application Form (including attestations). Additional considerations will be given to Indigenous applicants in meeting some requirements. HICC can work with these recipients to identify how these requirements can be met.

Note that reimbursement of eligible project costs can occur only after a funding agreement has been signed by both the recipient and HICC. For funding to be disbursed, the conditions enumerated below must be met.

4.1 Environmental Assessment and Indigenous Consultation

Eligible projects must also meet the following **federal legal requirements**:

Environmental assessment and other applicable federal laws and regulations:

- HICC will review the applications of proposed projects located on federal lands (including First Nations reserve lands) to determine if Section 82 of the *Impact Assessment Act* (IAA) applies and if an environmental effects determination is required. HICC will work with the funding recipients and other federal government departments to determine whether the project is likely to cause significant adverse environmental effects and to develop appropriate mitigation measures.
- Additional requirements may apply depending on the project's location and the applicable regulatory or governance regime, including those arising from Northern regulatory frameworks and modern treaties.
- No construction can start, and no funding can flow, until HICC confirms that environmental assessment requirements are met.

Indigenous consultation and accommodation obligations when projects may impact Aboriginal and Treaty rights recognized and affirmed under Section 35 of the *Constitution Act, 1982*:

- The Government of Canada has a duty to consult and, where appropriate, accommodate Indigenous peoples when it contemplates a decision or activity that might have an adverse impact on Aboriginal or treaty rights.
- HICC will independently review each project to determine whether the duty applies and will inform funding recipients of requirements.
- While the duty to consult rests with the Crown, HICC may ask recipients to carry out procedural aspects of consultation, where appropriate.



- No construction can start, and no funding can flow, until HICC confirms that Indigenous consultation requirements are met.
- Early engagement with potentially impacted Indigenous peoples is highly encouraged, as it can help manage risk and avoid project delays when a duty to consult is identified later. See [section 6.1](#) for more information.

Modern Treaty obligations:

- Depending on the location and details of the project, specific modern treaty obligations could apply, including consultation obligations.

4.2 Climate

Applicants must attest that they will meet **climate resilience, greenhouse gas (GHG) mitigation and ready-mix concrete carbon reduction requirements**.

Under the **resilience** requirements, for projects with **TEC less than \$25M**, recipients must identify the project's exposure to four major hazards using the best available data and commit to implementing hazard mitigation measures to reduce these risks.

For Direct Delivery Stream projects with **TEC of \$25M or greater**, a Climate Risk Assessment (CRA) completed by a qualified professional will be required for any high risks identified that are not expected to be appropriately mitigated from major damage. The CRA is a comprehensive evaluation of how present and future natural hazards may affect the performance, safety, and lifecycle of the project. Supported by national guidance and international standards such as ISO 31000 and ISO 14090/14091/14092, the assessment uses structured methodologies that quantify or qualitatively assess the likelihoods and consequences specific to the asset, environment, and users.

Under the **GHG mitigation** requirements, wastewater, public transit, regionally significant, clean energy generation and management, and new community building projects with TEC of \$25M or greater must report on project-level emissions by completing a GHG Assessment Report, including on activities intended to result in GHG emission reductions or removals (project scope and boundary, GHG sources, sinks and removals, project and baseline scenarios, and quantification of GHG emission reductions).

All **energy efficiency retrofit** projects must complete an Energy and Emissions Model Report, using recognized building energy modelling or utility-calibrated tools such as RETScreen, ENERGY STAR Portfolio Manager and eQUEST.

BCSF supports the Government of Canada's Buy Clean policy approach by requiring qualifying projects to reduce emissions from ready-mixed concrete (aligning with industry standards and project performance requirements). Any project that meets all three of these criteria is required to meet the **ready-mixed concrete carbon reduction** requirement of 10% below the project's baseline, and report on reductions at both design and as-built stages of the project:

- (1) Has TEC of **\$25M or greater**;
- (2) Is located within a municipality with a population over 30,000; **and**
- (3) Uses over 100 cubic meters (m³) of ready-mixed concrete.

This requirement is not applicable to Indigenous-led or projects in the Territories.



HICC provides comprehensive tools and support to help recipients with meeting these climate requirements. Annex C includes a helpful Climate Fact Sheet. Further technical guidance will also be made available: a BCSF Climate Report Resilience Info Sheet, GHG Assessment Technical Guide, Energy and Emissions Modelling Technical Guide, and Ready-Mixed Concrete Carbon Reduction Technical Guide and Template.

4.3 Buy Canadian

Through [Housing, Infrastructure and Communities Canada \(HICC\)'s Buy Canadian Policy](#), the BCSF supports the Government of Canada's objectives to protect and prioritize Canadian workers and industries and strengthen Canada's domestic economy. The HICC Buy Canadian Policy requires all projects with a total eligible costs **(TEC) of \$25M and above** to attest to their commitment to put into place Buy Canadian measures that will meaningfully prioritize (i.e. have a material impact on increasing use of) Canadian materials, suppliers and/or content.

Projects are expected to apply the HICC Policy from the earliest stages of planning and decision-making to ensure full consideration of Canadian materials, suppliers, and/or content. Where appropriate, procurement may include inputs from Applicable Trade Partners.

Applicants must attest to applicability of the HICC Buy Canadian Policy requirement to their project: it is not subject to the Policy, it has **\$25M or more in TEC** and is subject to the Policy, or it cannot meet requirements of the Policy for justifiable reasons.

If the third option is chosen, applicants must identify the circumstances preventing the project from meeting HICC Buy Canadian requirements, including but not limited to:

- Best value (application of the Policy is expected to result in a cost increase of 25% or more above current market rates)
- Public interest (application of the Policy would be inconsistent with the public interest, e.g., undue hardships for equity-deserving groups or underserved populations)
- No capacity or availability (materials or the good or service are not produced in Canada in sufficient and reasonably available quantities and/or of a satisfactory quality)
- Undue delay (application of the Policy would result in undue delays to project delivery due to supplier timelines)
- Commercial Off-The-Shelf Product (there is no well-established supply chain in Canada, to be determined on a case-by-case basis)

Applicants must also provide clear rationale in the text box provided - particularly if "other" is chosen. Rationale should include a description of related supporting circumstances, as well as any analysis undertaken to assess Canadian availability, timing, or feasibility. These exceptions must be approved by the Minister of Housing and Infrastructure and Minister responsible for Pacific Economic Development Canada.

4.4 Accessibility Standard

The project must meet or exceed the requirement of the highest published **accessibility** standard, as defined by the Canadian Standard Association's Technical Standard Accessible Design for the Built Environment or its most recent version, in addition to applicable building codes and relevant municipal by-laws.



4.5 Federal Signage

Recipients must include prominent federal branding including signage, announcements and permanent plaques, where appropriate, in accordance with federal signage guidelines published on [Canada's website](#). They may be required to install a sign for the duration of the Project (digital signage may also be used in addition or in place of a physical sign in cases where a physical sign would not be appropriate), and to install a permanent plaque at a project site once all construction work is completed and the site is open to the public, to acknowledge federal funding.

4.6 Workforce and Labour

Recipients with projects with **TEC of \$25M or more** must meet federal reporting requirements related to Workforce and Labour. If applicable, they must attest to both their intent to use and their commitment to report on the use of unionized labour, Red Seal trades, and apprentices. They must also report on Community Employment Benefits that is, job or procurement opportunities provided to at least two federal target groups, as determined by HICC: Indigenous peoples, women, persons with disabilities, youth, recent immigrants, veterans, racialized communities, members of 2SLGBTQI+ communities or small, medium-sized, and social enterprises.

4.7 Phased Approach to Reporting on Climate, Buy Canadian Policy, and Workforce and Labour Requirements

Following Approvals in Principle, submissions of the Phase 2 Project Detail form, and signed Contribution Agreements, approved projects will be required to report distinctly on each of Climate, Buy Canadian Policy, and Workforce and Labour requirements through a phased approach intended to support effective change management:

- Initial estimates;
- Updates to estimates reflecting material changes, scope revisions and/or procurement decisions made during project implementation; and,
- Confirmation of actual results at the end of the project.

5. Risk Questionnaires and Project Reporting

Applicants are required to complete a project risk questionnaire in the application. This questionnaire will ask applicants to identify all relevant risks that may impact the project – such as permitting delays, interdependencies, labour and supply chain challenges, and public considerations. They will be asked how these risks may be mitigated to help HICC determine appropriate oversight and monitoring activities.

More information will be requested at the agreement negotiation stage to assess the applicant's capacity to manage the requested funding.

For successful projects, recipients will be required to report to HICC on the various commitments for data and information throughout the life of the project. The terms of reporting requirements will be set out in project funding agreements. These may include progress reports and a final report that include information on project status, updated financial and risk information and validation of results data.



6. Additional information

6.1 Early Engagement with Indigenous Communities

Early engagement with Indigenous communities is encouraged for projects seeking funding under BCSF. Early engagement supports the identification of key considerations at the planning stage, ensures Indigenous communities have an opportunity to participate in project discussions, and contributes to relationship-building and broader reconciliation objectives, while supporting more efficient project development and decision-making.

As part of early engagement, applicants may wish to begin reaching out to Indigenous communities by sending introductory letters to inform them of the project and invite feedback. Applicants are encouraged to review HICC's webpages, [Consulting Indigenous Peoples](#), for additional information.

HICC will independently review each project to determine whether federal consultation obligations apply, regardless of any prior engagement undertaken, and communicate these requirements to the recipient at a later stage. Early engagement activities carried out by applicants may support the timely fulfilment of any consultation obligations identified by HICC.

6.2 Supporting documents

A Keyhole Markup Language (KML) file showing the location and size of proposed project activities is required with every application. A placemark or pin is insufficient. Please consult the [guidance on creating a KML file](#).

Applicants may be required to submit additional documents to support their application. As indicated in 2.1, private sector, for-profit applicants must provide (a) letter(s) of support to confirm (an) eligible public sector body and/or Indigenous partner's role(s) in the project. HICC reserves the right to contact applicants to request additional documents and information that are required to support assessment of the application.

6.3 For more information

Applicants are encouraged to consult the [BCSF webpage](#) for up-to-date information, including Frequently Asked Questions and information on how to register to attend an upcoming webinar.

If applicants still have questions about the program after consulting these resources, please send an email to the BCSF direct delivery team at canadastrong-canadafort@infc.gc.ca.



Annex A: Glossary of Terms

A.1 Acronyms

BCSF – Build Communities Strong Fund

CCBF – Canada Community-Building Fund

CHIF – Canada Housing Infrastructure Fund

CIB – Canada Infrastructure Bank

CPTF – Canada Public Transit Fund

DMAF – Disaster Mitigation and Adaptation Fund

GICB – Green and Inclusive Community Buildings

HICC – Housing, Infrastructure and Communities Canada

IAA – *Impact Assessment Act*

KML – Keyhole Markup Language

RDA – Regional Development Agencies

A.2 Definitions

Asset: Physical infrastructure that is necessary to support and deliver public services. This may also include natural infrastructure.

Climate resilience: climate resilience as the ability of built and natural infrastructure to be planned, designed, built, and maintained to withstand, recover from, and thrive amid climate change-related hazards and, disruptions. It involves adopting climate-resilient codes, standards, and guidelines for long-term safety.

Contribution agreement: a legally binding contract between the Government of Canada and a recipient (such as a municipality, province, territory, or non-profit organization).

Competitive contract: A contract awarded in connection with the solicitation of bids, that is, a) giving public notice of a call for bids on a contract, or b) inviting bids on a proposed contract from specific suppliers (two or more). If a solicitation of bids results in a single bid and the contract is with the lone bidder, then it is deemed to be a competitive contract. Inversely, if there was no solicitation of bids, it is considered a non-competitive contract.

Pre-existing, multi-year contracts or standing offers may be considered competitive if all apply:

- The original contract was tendered through the solicitation of bids
- The contract contains an option to increase the length or expand the scope of the project, and

-
- The contract option was signed after federal project funding approval was confirmed in writing

Expansion: The process of increasing the capacity, size, scope, or reach of an existing infrastructure project, system, or network to accommodate growing demands, population growth, or evolving needs. It encompasses activities such as building new infrastructure components, extending existing networks, and implementing scalable solutions to meet the evolving provincial and federal requirements.

Inclusivity in HICC programs: strategic approach to building communities that are accessible, equitable, and designed for diverse populations.

Natural or hybrid infrastructure: An interconnected set of natural and constructed ecological systems, green spaces, and other landscape features that deliver ecosystem services, as well as hybrid (grey-green) infrastructure which combines engineered and natural features to mimic ecosystem services. For example, naturalized stormwater management ponds; wetlands; restored flood plains; rain gardens; permeable land cover; infiltration basins; etc.

New construction: Construction of entirely new capital assets.

Regionally significant projects: unique assets that deliver broader economic, environmental and social benefits beyond the immediate location of the project.

Rehabilitation / retrofit: Any work undertaken on an existing asset that will encourage its continued use. The work on the existing asset ultimately must extend the life or improve the quality, functionality or safety of the asset.

Thermosyphon: The thermosyphon technology is called a “passive technique” because it requires no power to operate and has no moving parts. The thermosyphon is a closed natural two phase convection device that extracts heat from the ground and discharges it into the atmosphere. Note: thermosyphon integration is only an eligible asset for Northern and Indigenous projects.

Waste: refers to any material, non-hazardous or hazardous, that has no further use, and is managed at recycling, processing, or disposal sites.



Annex B: Privacy and confidentiality

The information provided by applicants in their applications or in any other form will be used by the Government of Canada for 1) review, evaluation and selection of applications under the Build Communities Strong Fund (which is administered and managed by Housing, Infrastructure and Communities Canada) or 2) for confirming past federal funding sought by applicants.

Federal government institutions are bound by the requirements of the [Access to Information Act](#) and the [Privacy Act](#), as well as the [Library and Archives Canada Act](#). These laws apply to the use, disclosure and retention of information (such as personal, confidential or other) under the control of federal government institutions.

Applicants should note that Housing, Infrastructure and Communities Canada may consult and share the information provided in applications with other federal government institutions or other organizations for the purpose of assisting the department with project reviews and evaluations, determining eligibility under other federal government programs, and confirming past federal funding sought by an applicant. Housing, Infrastructure and Communities Canada may also use and disclose the information to external experts (e.g., scientific, technical, financial, marketing, or commercialization), hired by the Government of Canada under contract with confidentiality obligations, for the purpose of assisting the department with project reviews and evaluations or determining eligibility under other federal government programs.

In submitting an application, applicants are consenting to such uses, sharing and disclosures of the information for the purposes described above. Applicants are invited to clearly identify in their application the provision of any information that contains trade secrets, is confidential or that if disclosed, could reasonably be expected to result in material financial loss or gain to, or to prejudice the competitive position of, a third party, or, to interfere with contractual or other negotiations of a third party, as outlined in section 20 of the *Access to Information Act*. Once a funding agreement is signed, the name of the successful applicant, location, date of approval, the funding amount, and the project description may be proactively disclosed to the public.



Annex C: Climate Fact Sheet

Build Communities Strong Fund (BCSF) Direct Delivery – Climate Fact Sheet		
Overview This fact sheet supports applicants to the BCSF Direct Delivery Stream by helping ensure investments reduce GHG emissions and deliver climate-resilient infrastructure that can reliably provide critical services as climate conditions change.	Applicant Support: Climate Toolkit for Housing and Infrastructure (CTHI) CTHI resources, like the Climate-Ready Infrastructure Service , connects local governments and housing organizations with climate experts to help eligible housing and infrastructure projects incorporate low-carbon and climate resilience measures. This service supports projects serving a population of 30,000 or less. See: Frequently Asked Questions .	
	Part A. Climate Resilience. BCSF is delivering federal commitments to factor resilience to climate change impacts into all new federal infrastructure funding programs. This helps ensure funded projects protect communities, avoid higher operating costs or premature asset failure as climate conditions change over the asset's lifespan.	
A.1 Projects below \$25 Million (total eligible costs) Pre-approval - Provide a high-level overview of climate resilience outcomes and attest to meeting BCSF climate requirements as outlined in this factsheet. Post-approval (Climate Report) - Identify the project's exposure to 4 current and future natural hazards (i.e., flooding, wildfire, extreme heat, permafrost thaw) using best available climate data and commit to implementing hazard mitigation measures to reduce risks. - Report on the hazard mitigation measures that will be implemented and identify: - use of national standards and guidelines (as applicable), - sources of best available climate data used, including future climate scenarios (as available), - whether any of the 4 natural hazards were left untreated and supporting rationale; - any additional hazards examined; and - how the mitigation measures avoid transferring risk associated with the natural hazards to nearby areas or communities (e.g. downstream effects of flood protection measures)	A.2. Projects \$25 Million and Greater (total eligible costs) Pre-approval - Provide a high-level overview of climate resilience outcomes and attest to meeting BCSF climate requirements as outlined in this factsheet Post-approval (Climate Report) - Submit a Climate Risk Assessment (CRA) completed by a qualified professional using recognized industry standards (e.g., ISO 14091). The Assessment must include information on natural hazards, the climate scenarios used for analysis, and recommended climate risk reduction measures, and: - Provide a rationale for any high risks identified in the CRA that are not expected to be appropriately mitigated from major damage. - Identify the use of national standards and guidelines (as applicable) - Identify how the mitigation measures avoid transferring risk associated with the natural hazards to nearby areas or communities (e.g. downstream effects of flood protection measures) - CRAs completed as part of other planning processes may be submitted and will be accepted if they satisfy HICC requirements.	Resources Climate Insight platform: Rapid Risk Assessment and Solutions Finder Climatedata.ca: Region-specific future climate data National climate smart standards, guidance & tools Design Value Explorer: historical and future-projected climatic design variables. - Provincial, territorial and local climate hazard maps
Definitions Natural hazards: A physical event or trend that may cause loss of life, injury, damage or destruction of infrastructure and livelihoods. The likelihood and potential impacts of both extreme weather events (e.g., floods, wildfire) and slow-onset events (e.g., permafrost thaw, coastal) can be considered in project design. Hazard mitigation measure: Changes to project siting, adjustments to operations and maintenance plans, incorporating standards and guidelines that address climate resilience to lessen the impacts of a hazard. Climate data: Signals how the climate may change in the future for an asset location through long-term measurements (e.g., temperature, rainfall, wind). Climate projection scenarios help understand how different levels of greenhouse gas emissions and socio-economic trends could affect the operating conditions of an asset. Climate Risk Assessment: A comprehensive evaluation of how current and future natural hazards may affect the performance, safety, and lifecycle costs of an infrastructure or housing project. CRAs are supported by national guidance and international standards (e.g., ISO 14091), and ensure that project design, investment decisions, and long-term asset management are resilient and evidence-based.		

Part B. Operational Greenhouse Gas (GHG) Emission Measures Infrastructure construction, repair, refurbishment and operation that generates GHG emissions. BCSF will require certain projects to estimate their GHG emissions reductions. GHG assessments are considered a reimbursable eligible planning cost, with conditions. All projects are encouraged to include GHG mitigation measures in project design.		
Project types noted in Table B must:	Resources: GHG Assessment Technical Guides • Mechanical Wastewater Treatment Plants • Transit • Clean Energy Generation and Management • New Buildings • Building Energy Retrofits	
Pre-Approval: • Attest to reporting on GHG emissions and mitigation measures for major emissions sources, where applicable;		
Post-Approval (Climate Report): • Report on GHG emissions and mitigation measures, and submit applicable documents that support these estimates		
Supporting Documents • GHG Assessment Report: Outlines project GHG emissions and any GHG reductions. Includes the project scope and boundary (identified GHG sources, sinks and reservoirs), estimates emissions for baseline scenario and project scenario, and explains any changes in methodology from HICC’s Guidance. • Energy and Emissions Modelling Report: Estimates energy use and GHG emission reductions from the building energy retrofit. Includes baseline and post-retrofit assumptions and results. Proponents can use recognized models or utility-calibrated tools (e.g., RETScreen, ENERGY STAR Portfolio Manager). Note: Proponents are encouraged to follow the methodology described in the relevant Guide. Alternatively, other recognized standards or methodologies for developing GHG estimates may be used (e.g., relevant provincial or territorial guidance), provided all data and information required by Guide and program reporting are met.		

TABLE B: BCSF GHG EMISSION MITIGATION MEASURES			
Asset Type / Project Scope		Applicability	What to Provide and When
Mechanical Wastewater Treatment Plants	Transit		Pre-approval • Identify the project's expected mitigation outcomes. • Attest to meeting federal mitigation requirements.
	• Rolling stock, transit-exclusive assets (e.g., tunnels, bridges) and transit-related buildings (e.g., stations, terminals)	\$25 million and greater (total eligible costs)	
Regionally Significant			Post-Approval (Climate Report) • Complete GHG Assessment Report, describing mitigation of major emission sources
Clean Energy Generation and Management		• Renewable energy generation & storage, District energy systems, Cogeneration, Combined heat & power, Other clean energy generation & management	
New Buildings			Post-Approval (Climate Report) • Complete Energy and Emissions Modelling Report, using RETScreen, ENERGY STAR Portfolio Manager, etc.
Building Energy Retrofits		• Building envelope, heating/cooling system, other energy efficiency measures.	



Part C: Ready-Mixed Concrete Carbon Reductions (Buy Clean) HICC is committed to reducing embodied carbon in federal public infrastructure investments. BCSF supports the Government of Canada's Buy Clean policy approach by requiring qualifying projects to reduce GHG emissions from ready-mixed concrete relative to a regional baseline. Concrete is the second most used material on earth, and the concrete industry is increasingly using methods that are less carbon intensive. • Applicable projects (see Table C) will be required to comply to the Ready-mixed Concrete Carbon Reduction Requirement. • The requirement does not apply to projects in the Territories or Indigenous-led projects.	
Ready-mixed Concrete Carbon Reduction Requirement For applicable projects, the total project GHG emissions from ready-mixed concrete must be at least 10% below those calculated using the provincial or regional baseline mixes for the strength class and volume of each mix supplied.	
Performance-Based Approach Provincial and regional (i.e., Atlantic) industry average Environmental Product Declarations, developed by Concrete Canada, include the baseline GHG emission intensities proponents can be used to calculate GHG emissions. This performance-based approach enables project engineers, architects, and suppliers to work together to select the right lower carbon solution, while meeting other performance specifications for the project. Various low-carbon ready-mix concrete options are readily available in every province, such as: using a lower carbon cement (such as Portland Limestone Cement), optimizing the concrete mix design (e.g., inclusion of supplementary cementitious materials like fly ash or slag), or designing for material efficiency (using less material).	Definitions • Embodied carbon: Greenhouse gas emissions generated during material extraction, manufacture, transportation, construction, and end-of-life. • Project baseline: calculated based on the sum of regional industry average emissions for the strength class and volume for all mixes supplied. • Environmental Product Declarations: Standardized and externally verified information about a product's impact on the environment. HICC Resources • Ready-Mixed Concrete Carbon Reduction Technical Guide • Ready-Mixed Concrete Reporting Template

TABLE C: BCSF LOW CARBON CONSTRUCTION MEASURES

What to Provide and When	
Applicability	
Applies to projects that meet ALL three of the following criteria: • Projects \$25 million and greater (total eligible costs); • Located in a municipality with a population over 30,000; <u>and</u>, • Uses more than 100 cubic meters (m³) of ready-mixed concrete.	Pre-Approval • Applicant attests to whether their project meets the criteria (based on the best information available at the time), and commits to meeting the Low Carbon requirements and reporting on GHG emissions from ready-mixed concrete. Post-Approval (Climate Report) • HICC may validate if the requirement applies. • Recipient reports on embodied carbon from ready-mixed concrete to demonstrate compliance of the requirement in the project design (HICC template). • Before final payment, recipient submits an updated template based on the ready-mixed concrete ultimately used in the project.





[Canada.ca](#) › [Pacific Economic Development Canada](#)

› [PacifiCan funding for businesses and not-for-profits](#)

› [Build Communities Strong Fund - Local Impact Stream in British Columbia](#)

Build Communities Strong Fund - Local Impact Stream in British Columbia - Applicant guide

Introduction

The purpose of this guide is to help applicants complete the online application form for the Build Communities Strong Fund (BCSF) Local Impact Stream in British Columbia.

PacifiCan reserves the right to modify this guide at any time without notice.

Signing and submitting the application form does not constitute a commitment from PacifiCan for financial assistance. In the event of any discrepancies between this document and an application form (blank or completed), the application form takes precedence.

If the application is approved by PacifiCan, the applicant must enter into a contribution agreement with PacifiCan containing terms and conditions to PacifiCan's satisfaction. The contribution agreement will outline the rights, roles, and obligations of each party. In the event of any discrepancies between this document and a contribution agreement, the contribution agreement will take precedence.

Please note: The Local Impact Stream offers contributions up to \$1 million for community infrastructure projects. For projects exceeding that amount and/or for different types of projects, Housing, Infrastructure and Communities Canada (HICC) delivers the Direct Delivery Stream nationally and the other streams of the BCSF.

It is important that you apply to the stream that best fits your project.

Please review [PacifiCan's BCSF website](#) for information regarding eligible applicants, project types, and other key details, or visit [HICC's BCSF website](#) to learn more. If you are uncertain where to apply for your project, please contact info@pacifican.gc.ca or canadastrong-canadafort@infcc.gc.ca.

Sections

- [Eligibility Checklist](#)
- [Complete Application Checklist](#)
- [Completing the Online Application Form](#)

Eligibility Checklist

Applications must meet all the following criteria to be considered:

- The applicant must be a municipal or regional government, not-for-profit, or Indigenous community or organization based in British Columbia and legally incorporated in Canada
- All costs must be incurred between April 30, 2026, and March 31, 2030
- For municipalities, regional governments and not-for-profits, proof of [confirmed funding](#) for all non-PacifiCan sources of funding (normally at least 50%) is provided at time of application
- Project activities must involve building or improving community infrastructure that is accessible to the public (i.e., access is not primarily

limited to paid membership) and has economic, social, or environmental benefits for the broader community or region

Complete Application Checklist

Complete applications must consist of:

- a completed online application
- copy of ownership/lease agreement
- financial statements for the past two years
- proof of confirmed funding (if applicable)
- proof of permission to undertake renovations (if applicable)

Incomplete applications will be deemed ineligible and not be assessed.

You may also submit additional supporting documents that may strengthen your application, such as:

- a project plan/Gantt chart
- proof of regulatory approvals
- letters of support
- resolutions to proceed
- other documentation acknowledging construction readiness

Completing the Online Application Form

The Application Form consists of ten tabs. Please refer to the guidance below for explanations of how to complete each tab of the application form.

If you need help to sign in to the funding application portal and access your saved application form, visit the [Sign-in help page](#).

1. [Organization Information](#)
2. [Project Information](#)

3. Funding
4. Benefits
5. Timelines
6. Management
7. Additional Details
8. Diversity and Inclusion
9. Documents
10. Signing Authority.

1. Organization Information

This section requires all applicants to provide details on their organization, including name, organization type, and other descriptive information.

Legal name of applicant organization *

Provide the legal name of your organization as shown on the certificate of incorporation or registration.

Operating name (if different than legal name)

Provide the name you are operating under if different from the full legal name.

Are you an Indigenous (First Nation, Metis, Inuit) organization or government? *

Indigenous organizations are defined as organizations majority-owned or led by Indigenous people. Indigenous governments are governments of Indigenous communities.

Corporate status *

Indicate whether your organization is a for-profit or not-for-profit organization.

Organization type (select best fit) *

Select from the drop-down menu what most accurately reflects your organization type.

I have a Canada Revenue Agency (CRA) Business number *

Select “yes” or “no”.

Provide your Canada Revenue Agency (CRA) Business number or Goods and Services Tax (GST) number (first 9 digits only).

Provide the unique business number or GST number assigned to your organization by the Canada Revenue Agency (CRA). For information on obtaining a business number visit the CRA’s [Business Number Registration page](#). If your organization does not have a CRA Business Number or Incorporation Number, please provide an alternate number that can be used to identify your organization. For example, a band number or education number in “Alternate number”.

Jurisdiction of Incorporation *

Select from the drop-down menu your organization’s jurisdiction of incorporation.

Incorporation Number

As shown on your Certificate of Incorporation.

In the province of

Indicate in which province the organization was incorporated.

Date of Incorporation

Indicate the date the organization was incorporated.

Alternate number type and Alternate number

If you do not have a CRA business number or an incorporation number, please provide an alternate identification number and type of alternate number, such as a band number or education number.

Number of employees working for your organization (full-time equivalents) *

Indicate the number of full-time equivalent employees (FTEs) working for your organization (and any affiliated companies if applicable). Part-time employees should be calculated based on their equivalent to an FTE. For example, a part-

time employee working approximately 20 hours per week should be represented as 0.5 FTE.

Provide a brief description and summary of your organization.

Describe your organization and explain the organization's mandate and priorities. Include the date your organization established business in Canada. Indicate if your organization is a subsidiary of another company.

2. Project Information

This section provides a detailed account of the proposed project, including duration, location of activities, and overall plan.

Project Primary Contact Person *

List the name of the person who will be contacted for any follow-up regarding this application.

Project Secondary Contact

This person will be contacted if the primary contact is unavailable.

Project title *

Provide a project title that accurately reflects the activities and results of the project. If you receive funding, this title will be disclosed on the [Open Government Portal website](#).

Project address is the same as Mailing address on the account?

Select "yes" if the address at which the project will be undertaken is the same as the organization's mailing address. If checked, the mailing address will automatically be entered.

Project address/location (Including suite, unit, apt #)

If the project address is different from the mailing address, enter the location at which the project will take place.

Briefly describe your project activities in plain language.

Summarize the project without using technical language. Outline how the project would support community infrastructure projects for public benefit that will strengthen communities and advance regional economic development. List the key activities you would undertake to achieve the project's objectives. Please provide explicit details on the work being planned and clearly identify any project risks and mitigation measures to address these risks (e.g., project delays due to weather; challenges in finding contractors; inability to secure confirmed funding). You will be able to provide additional details about project activities later in the application. Please refer to the [program website](#) for more information on eligible activities.

Briefly describe the economic benefits associated with this project.

Summarize the incremental economic benefits that would be directly attributable to the project. This could include how many jobs you would create in Canada, how many businesses would benefit, how many communities you would support, or other measurable benefits. Explain how you identified these expected economic outcomes, including any assumptions, and how you will track and report on these outcomes. You will be asked to provide additional details on economic benefits later in the application.

Which regional development agency (RDA) Priority does this project best support?

For projects benefitting Indigenous communities or organizations, please select "Inclusiveness Indigenous". For other projects, please select "Other".

Explain how this project supports the indicated priority.

Please summarize how your proposed project's objectives, activities, and outcomes would support community infrastructure projects for public benefit that will strengthen communities and advance regional economic development. If you selected "Inclusiveness Indigenous", please also explain how your proposed project supports this priority.

Proposed start date *

Enter the date you propose an agreement between your organization and PacifiCan would come into effect, that is, a proposed [project funding start](#)

date. In all cases, costs must be incurred and goods received or services rendered after April 30, 2026.

Proposed end date *

Enter the date you would anticipate the project activities would conclude, a proposed project funding end date. Costs must be incurred and goods received or services rendered before March 31, 2030.

3. Funding

This section provides PacifiCan with the key project financing information needed to assess your project.

Project costs *

List the costs you anticipate incurring to implement the project. Providing as much detail as possible at this stage will help expedite the review of your application. Categories of cost could include, but is not limited to, equipment, materials, salaries, professional services, and travel.

For salaries, list the positions and number of technical and non-technical employees that will be funded under the project salaries costs and their job title (engineer, technician, etc.). Please note that travel (e.g. meetings and site visits) must be in compliance with the Treasury Board of Canada Secretariat Travel Directive.

State costs in Canadian dollars (CAD) over the span of the project duration.

Description	Type	Cost
Provide the category of cost as well as a detailed description. List separate costs as separate lines	Indicate whether the cost is capital or non-capital	Provide the estimated cost
Example:		
Equipment – Machinery	Capital	\$x

Description	Type	Cost
Provide the category of cost as well as a detailed description. List separate costs as separate lines	Indicate whether the cost is capital or non-capital	Provide the estimated cost
Equipment – Installation	Capital	\$x
Materials – Lumber	Capital	\$x
Signage	Capital	\$x
Salaries – Project manager (1)	Non-capital	\$x
Salaries – Engineers (2)	Non-capital	\$x
Salaries – Technician	Non-capital	\$x
Professional services – Legal fees	Non-capital	\$x
Professional services - accounting	Non-capital	\$x
Travel – site visit	Non-capital	\$x

Eligible costs will be limited to costs considered by RDAs as reasonable, incremental, and necessary to achieve project and program outcomes. Examples of eligible costs include:

- costs associated with the construction or improvement (i.e., expansion, renovation, retrofit, climate adaptation or replacement) of community infrastructure
- direct materials and supplies related to the project
- purchase of equipment or machinery directly related to or necessary for the project
- incremental fees paid to professional, technical personnel, consultants and contractors for activities directly related to the project
- incremental wages and benefits for individuals employed for the project
- costs related to meeting legal, regulatory, or government requirements

- design and planning costs (e.g., studies, assessments, design work, and other pre-construction activities)
- costs related to signage promoting the visibility of federal contributions

Project costs may be retroactively eligible up to 12 months prior to the receipt of a project application but no earlier than April 30, 2026, and must be incurred before March 31, 2030.

Ineligible costs include:

- acquisition or leasing of land, buildings, or other facilities
- recurring operations and maintenance
- motorized vehicles
- amortization or depreciation of assets
- refinancing of existing debt
- hospitality and entertainment
- goodwill, in-kind costs, and the purchase of any assets for more than fair market value
- costs not incremental, reasonable, or necessary

Cash Flows *

Please provide information for each fiscal year in which your project would have cash flows. Estimate your cash flows carefully, as changes will not automatically be approved. PacifiCan's fiscal year starts on April 1 and ends on March 31 (e.g., Fiscal Year 2026/27 is from April 1, 2026, to March 31, 2027).

Funding Partners *

The first line in the list is reserved for your own organization. Please add other funding partners or contributors, if any, in subsequent rows to provide funding partners' information to allow PacifiCan to identify all potential contributors that will provide a monetary contribution to the project. In-kind contributions (e.g., volunteer labour, equipment and material donations, financial discounts for equipment and materials) are not eligible and therefore should not be listed in this section.

Briefly describe any project partnerships (non-financial and financial), including any costs covered.

Please briefly describe any partnerships that would be important to the success of the proposed project. If applicable, explain how your organization avoids and real or perceived conflicts of interest.

4. Benefits

This section describes the objectives and expected outcomes of your project. This section should serve as a rationale for why this project should receive funding.

Primary Activity *

Choose the primary activity that best aligns with your project's objectives, activities, and outcomes (either creation of community infrastructure or improvement of community infrastructure). Your project may be compared to similar projects of a chosen primary activity. Refer to the [program website](#) for more details.

Indicator *

In the Indicator table, targets should represent the incremental results expected as a result of the project, over the period from the proposed funding start date to a date up to one year following the project completion. If the project does not have a value to report for a listed indicator, input "0" and enter a target date. If your project will have economic or other benefits not captured by these indicators, describe them in the following section, about other significant benefits. In providing your response, consider the following indicators:

- **Number of jobs created**

A job created refers to a full-time equivalent (FTE) job that did not exist prior to the project, but which was created as a result of the project. One FTE equals one year (12 months) of full-time employment (typically 40 hours per week). Seasonal or part-time employment should be converted to FTEs.

- **Number of communities supported**

Number of communities supported refers to the number of communities

benefiting from the project.

- **Number of community public spaces created, improved, or expanded**

The total count of distinct community public spaces that will be newly created, significantly improved, or expanded as a direct result of the project. A space is counted if it meets at least one of the following criteria:

- **Created:** A new public space is built or established where none previously existed.
- **Improved:** An existing public space undergoes substantial upgrades that increase usability, accessibility, safety, capacity, or quality.
- **Expanded:** An existing public space is physically enlarged or its functional capacity is significantly increased (e.g., added facilities, additional square footage, new amenities).

- **Value of Canadian content used**

Canadian content refers to Canadian value-added in goods, services or labour, including both goods and services. Only the Canadian portion of each good or service is counted.

- **For services:** Canadian content reflects work performed by people based in Canada.
- **For goods:** Canadian content reflects value added in Canada, such as assembly, customization, installation, integration, training, commissioning, or support carried out in Canada.

- **Value of Canadian materials used**

Canadian materials refers only to steel, wood products, and aluminum that are produced and manufactured in Canada. Produced in Canada means materials that have undergone primary manufacturing and fabrication in Canada. Further details are available in the [Policy on Prioritizing Canadian Materials in Federal Procurements](#).

Please provide information on any other significant economic benefits that your project could achieve. *

List any economic outcomes not covered above, such as long-term plans for the project beyond the funding period, plans to ensure your project continues generating economic benefits after the initial investment, and mechanisms or partnerships you plan to establish to support continuation or scaling of the

project. If your project will have other, non-economic benefits, you may describe them here. Explain how the economic outcomes listed above will be achieved. Identify and detail any assumptions you made in estimating the expected economic outcomes of your project. All projects will be screened for the significance of outcomes and their likelihood of achievement.

Does your project have activities that will benefit Francophones? *

If your project activities will benefit Francophones, please select “yes” and explain how it will or could benefit the Francophone community in B.C. and what specific activity or activities will or could be included. If the project will not have targeted impacts on B.C. Francophone communities, select “no” and write “not applicable”.

Clearly outline if the project aligns with other Government of Canada priorities, provincial government priorities, industry needs, and your organization’s long-term research, capital, and/or strategic plans.

Describe whether and how your project advances PacifiCan’s priorities. PacifiCan may give priority to projects that:

- Are “shovel-ready” (i.e., have secured necessary permits and other inputs and will complete construction and be available for public use and/or benefit before March 31, 2030)
- Leverage greater funding from other partners (i.e., more than 50% of total project costs)
- Generate significant economic benefits for the community or region (e.g., create jobs; attracts investment or workers; catalyzes or supports investments in major projects, homebuilding, or the defence industry)
- Benefit Indigenous communities
- Are identified as a priority by local or provincial governments (e.g., in an official community or regional plan)

5. Timelines

By completing this section, you are providing project timeline details, including a full project description, project milestones and dates of expected completion.

Full project description

Describe your project by explaining the following:

- The objectives of your proposed project
- Key activities of the project and how these activities contribute to achieving its objectives
- Your plan to achieve the objectives and key activities
- Engagement and/or commitment(s) from other partners (e.g., industry, other levels of government)
- Any project risks and mitigation measures to address these risks (e.g., project delays, staff turnover, other challenges) to secure confirmed funding and meet or exceed your project's economic benefits/outcomes

Project timeline – Milestone

Provide a list of significant activities or project milestones that can be measured and tracked to ensure the project is proceeding as planned. A milestone is a project activity that can be clearly defined and measured. These should be significant milestones that will be used to ensure your project's performance over the course of the project, up to the stated completion date of the project.

Timeline comments *

Add any information needed to clarify the milestones. If no additional information is required, enter "not applicable."

6. Management

In this section, we want a full picture of your organization's management and governance. Please provide details about how your organization is currently managed and governed, as well as individuals who drive your organization's success, including members of the board of directors (if applicable) and key management personnel.

Clearly demonstrate that your organization has effective governance measures in place to execute this project. Indicate how oversight will be

provided to the project. *

In this section, explain how your organization is governed (e.g., board of directors, advisory board) and its structure along with a brief explanation of key executives' credentials (e.g., indicate the level of experience of the board members, such as the number of years of experience each member has on the board of directors).

Please also clearly demonstrate that your organization has effective governance measures in place to provide appropriate oversight of this project. Indicate how these individuals will specifically be involved in providing oversight on the project.

Describe the qualifications and related experience of the key individuals that will be responsible for managing and implementing the project. *

In this section, provide a list of the members of your organization who will be directly managing and implementing the project including their relevant prior experience, education, professional designation(s), and other achievements.

Please also clearly demonstrate that your organization has the management skills and leadership to carry out the project.

7. Additional Details

This section will allow PacifiCan to assess additional project details, including ownership/lease status and project readiness.

Does your organization own the community infrastructure which you are planning to rehabilitate, or is a long-term lease and permission to undertake the renovations in place? *

Choose the option that best describes your organization's relationship with the infrastructure involved in this project. If the community infrastructure is on a long-term lease, please select "Lease with permission" and attach the lease in the "Documents" tab. Please also indicate the governance relationship between you and the entity that owns the infrastructure.

Are plans and specifications for the project prepared? *

Select “yes” or “no”.

Have all necessary construction permits and environmental approvals been secured? *

Select “yes” or “no”.

If yes, please explain. *

Please advise what permits were necessary, and when the permits were issued. Further, please indicate if the permit requires work to be completed by a specific date. If the project is subject to the *Impact Assessment Act, 2019*, please advise what stage the approval process is at, and if there are any restrictions or conditions that need to be met.

Are any project activities expected to occur on federal lands? *

Select “yes” or “no”. This will support PacifiCan’s assessment of whether any of the proposed project’s activities would be subject to additional requirements pursuant to the *Impact Assessment Act, 2019*.

Will your project have a significant impact on Indigenous communities? *

Select “yes” or “no”. Depending on the nature of your project activities, PacifiCan may be expected to complete requirements related to the duty to consult with Indigenous Groups as set out in Section 35 of the *Constitution Act, 1982*. To find out more, visit the Government of Canada and the duty to consult.

8. Diversity and Inclusion

By completing this section, you are providing information on gender, equity, and diversity. Answering this section is not mandatory and will not be used to determine your eligibility.

Is your organization majority (i.e. over 50%) owned or led by individuals who self-identify as:

If applicable, please indicate whether your organization is led or majority owned by people belonging each of the listed groups. Aggregate and

anonymous data may be shared with other federal organizations, and/or published for reporting and monitoring purposes. If you do not know if a particular group is involved in the management team, or prefer not to answer, please select 'prefer not to answer/do not know' from the drop-down box.

Will your project directly support any of the following diverse groups?

Select any groups to which your project will provide targeted supports. The purpose of this question is to gather information related to the benefits or targeted clients for the project to see which diverse groups directly benefit from PacifiCan funding. If you do not know if your project will directly support a particular group, or prefer not to answer, just leave the field blank. If "yes" is selected for any of the diverse groups, please explain how your project will directly support the diverse group(s) selected.

9. Documents

Please upload the following mandatory documents (marked *) and supporting documents with your application. Please do not provide your Social Insurance Number on any documentation.

Mandatory Documents

- Copy of Ownership/Lease Agreement *
- Financial Statement for the past two years *: Provide financial statements from the past two complete years and period since the end of the most recent annual statement. They should be reviewed by an external accountant. Interim financial statements may be internally prepared. If you provide internally prepared financial statements, please provide a rationale.
- Confirmed Funding (if applicable) *: Submit proof of confirmed funding of both government and non-government sources with the submission of the application.
- Proof of Permissions to Undertake Renovations (if applicable) *

Incomplete applications will be deemed ineligible and will not be assessed.

You may also submit additional supporting documents that may strengthen your application, such as:

- Project plan/Gantt chart
- Proof of regulatory approvals
- Letters of support
- Resolutions to proceed
- Other documentation acknowledging construction readiness

10. Signing Authority

The application form must be submitted by a member of your organization with signing power/authority to enter into a legal agreement. Indicate here the individual within your organization who has signing power/the authority to enter into an agreement. This person may be different from the contact person. Note that the fields marked with the red * need to be completed in order to submit this form.

If you have questions about the Build Communities Strong Fund - Local Impact Stream in British Columbia, or issues submitting your application, please contact us at info@pacifican.gc.ca.



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**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT **Board Membership Update**

ISSUE SUMMARY

To inform the Regional Board of the resignation of the Central Saanich Director and to update Board and Committee appointments accordingly.

BACKGROUND

On September 1, 2026, former Director Ryan Windsor of Central Saanich provided written notice to the Corporate Officer resigning his seat as CRD Director effective immediately. He cited other business commitments in a new role outside of, and unrelated to, elected office which will preclude his attendance at future CRD meetings.

Pursuant to Section 200(7) of the *Local Government Act*, when a municipal Director resigns, the appointed Alternate Director becomes the Director until such time as a new Director is appointed. Accordingly, Alternate Director Sarah Riddell will be stepping into the role of Director for Central Saanich. Staff have updated the 2026 CRD Board and Committee Appointments document, attached at Appendix A, to reflect this change.

CONCLUSION

Due to the resignation of former Director Ryan Windsor, CRD Board and Committee appointments have been updated to reflect Sarah Riddell as CRD Director for Central Saanich.

RECOMMENDATION

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

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

ATTACHMENT(S)

Appendix A: 2026 CRD Board and Committee Appointments

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

Capital Regional District Board

Chair: Director McNeil-Smith
Vice Chair: Director Little

Capital Regional Hospital District Board

Chair: Director Murdoch
Acting Chair: Director Goodmanson

Capital Region Housing Corporation Board

Chair: Director de Vries
Vice Chair: Director Caradonna

Board of Directors

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

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

Standing Committees

Core Area Liquid Waste Management

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

Chair: Director Coleman

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

Vice Chair: Director Kobayashi

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

Electoral Areas Committee

Membership consists of all 3 Electoral Area Directors.

Chair: Director Brent

3. Director Wickheim

Vice Chair: Director Holman

Board Chair (ex-officio)

Environmental Services Committee

Chair: Director Desjardins

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

Vice Chair: Director Tobias

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

Finance Committee

Chair: Director Brice

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

Vice Chair: Director Jones

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

Governance and First Nations Relations Committee

Chair: Director Little

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

Vice Chair: Director Williams

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

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

Hospitals and Housing Committee

Chair: Director K. Murdoch

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

Vice Chair: Director Caradonna

7. Director Goodmanson
8. Director Holman
9. Director Jones

Board Chair (ex-officio)

Planning and Protective Services

Chair: Director de Vries

3. Director Jones
4. Director Little
5. **Director Riddell**

Vice Chair: Director Thompson

6. Alt. Director Wagner
7. Director Wickheim
8. Director Williams

Board Chair (ex-officio)

Regional Parks Committee

Chair: Director Brownoff

3. Director Coleman
4. Director Holman
5. **Director Riddell**
6. Director Tait

Vice Chair: Director Goodmanson

7. Director Tobias
8. Alt. Director Wagner
9. Director Williams

Board Chair (ex-officio)

Transportation Committee

Chair: Director D. Murdock

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

Vice Chair Director Goodmanson

9. **Director Riddell**
10. Director Tait
11. Director Thompson
12. Alt. Director Wagner

Board Chair (ex-officio)

Select & Sub-Committees

Accessibility Advisory Committee

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

Director
Director Little

Appointments Advisory Committee

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

Director Little (Chair)	Director Plant
Director Coleman	

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

Royal and McPherson Theatres Services Advisory Committee

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

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

Solid Waste Advisory Committee

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

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

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

Participant	Member	Alternate
Central Saanich	Sarah Riddell	Resident
Colwood	Misty Olsen	Cynthia Day
Esquimalt	Ken Armour	None
Highlands	Marcie McLean	Rose Stanton
Langford	Kimberley Guiry	Mary Wagner
Metchosin	Marie-Terese Little	Jay Shukin
North Saanich	Kristine Marshall	Irene McConkey
Oak Bay	Resident	Esther Paterson
Saanich	Mena Westhaver	None
Sidney	Terri O'Keefe	Sara Duncan
Sooke	Jeff Bateman	Kevin Pearson
Victoria	Susan Kim	None
View Royal	Don Brown	None

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

Other CRD Committees & Commissions

Arts Commission

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

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

Climate Action Inter-Municipal Task Force

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

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

Emergency Management Committee

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

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

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

Juan de Fuca Water Distribution Commission

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

Participant	Commissioner	Alternate
Colwood	David Grove	Misty Olsen
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Al Wickheim	Jeri Grant
Langford	Kimberly Guiry	Keith Yacucha, Mark Morley
Langford	Mary Wagner	Keith Yacucha, Mark Morley
Metchosin	Shelly Donaldson	Steve Gray
Sooke	Kevin Pearson	None
View Royal	John Rogers	Ron Mattson

Peninsula Recreation Commission

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

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

Regional Water Supply Commission

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

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

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

	Susan Kim	Matt Dell, Krista Loughton, Marg Gardiner
View Royal	John Rogers	Ron Mattson

**Assignment of one additional vote*

Saanich Peninsula Wastewater Commission

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

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

Saanich Peninsula Water Commission

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

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

Salt Spring Island Local Community Commission

SSI Electoral Area Director, plus four commissioners elected by the community. Term is up to four years.

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

Sooke and Electoral Area Parks and Recreation Commission

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

Participants	Commissioner	Alternate
Juan de Fuca	Director Wickheim	Jeri Grant
Sooke	Director Tait	Jeff Bateman
Sooke	Councillor Al Beddows	Kevin Pearson

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

Appointments to External Boards

CREST (Capital Region Emergency Service Telecommunications)

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

Appointed CRD Shareholder	Proxy
Director Al Wickheim	Jeri Grant
Director Gary Holman	John Wakefield
Director Paul Brent	Rob Releeder

Greater Victoria Harbour Authority Board

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

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

Community Liaison Committee - Greater Victoria Harbour Authority

GVHA Member Representative to be appointed.

Member Representative	Member Representative - Alternate
Director Goodmanson	Director Plant

Greater Victoria Labour Relations Association

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

Representative & AGM Delegate	Alternate
Director Coleman	Director Goodmanson

ICET – Island Coastal Economic Trust

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

Member Representative
Director P. Brent

Island Corridor Foundation

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

Member Representative	Nominee
Director Alto	Director Desjardins

Municipal Finance Authority

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

Director	Alternate
Director Brent	None
Director Kobayashi	None

2026 Appointments

Board and Committee Membership Capital Regional District | 2026

South Island Reconciliation Advisory Committee

(previously Te'mexw Treaty Advisory Committee)

Annual appointment.

Representative	Alternate
Director Wickheim	None

Royal and McPherson Theatres Society Board

Appointed by member Councils. Annual appointment.

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

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

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

Representative	Alternate
Director Thompson	None

Vancouver Island Regional Library Board

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

Representative	Alternate
Director Wickheim	Jeri Grant

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT CRD Reconciliation Action Plan

ISSUE SUMMARY

To report on engagement feedback on the CRD Reconciliation Action Plan and to share the Plan with the Board for approval.

BACKGROUND

In 2025, the CRD retained a consultant to support the development of a five-year CRD Reconciliation Action Plan (the Plan). In September, staff reached out to all 19 First Nations with territory in the capital region, inviting input and engagement on the Plan through two phases. In phase 1 of engagement, 12 First Nations provided input related to key components of the Plan, guiding principles, their interest in sharing a First Nations profile, and other high-level input prior to drafting.

The First Nations Relations (FNR) Division developed guiding principles, draft goals and action items for the Plan between September 2025 to February 2026 with input from senior managers, general managers, and First Nations. In recognition that First Nations often express frustration in having to repeat themselves, staff reviewed and incorporated previous feedback from First Nations to inform the first draft of the Plan. In particular, priority topics in Memorandums of Understandings and Protocol Agreements as well as feedback provided through numerous CRD initiatives, including the Inclusive Governance initiative, the Indigenous Employment Scoping Project, the Regional Parks Strategic Plan, the Regional Parks Land Acquisition Strategy, and the Regional Water Supply Strategic Plan. Staff further incorporated feedback that was received through other planning and project-specific engagements related to transportation, climate action, affordable housing, community parks, environmental protection, cultural heritage conservation, recreation, and more.

On February 10, 2026, the draft guiding principles, goals and action items were reviewed by the Regional Board and staff received direction to share the draft with First Nations for their review and input, and where possible, work with First Nations to incorporate their feedback, and to report back to the Board with the revised Plan for approval.

Between February to June 2026, staff invited feedback on the draft Plan from 19 First Nations and received input from 11 First Nations. The First Nations engagement process and key themes heard from First Nations are summarized in the First Nations Engagement: What We Heard Report, attached at Appendix A. Staff updated the Plan to incorporate feedback from First Nations as well as GMs and senior managers. The revised Plan is attached as Appendix B for Board approval.

On September 4, 2026 the revised Plan was shared with the First Nations who provided feedback into the development of the Plan, along with a copy of the What We Heard Report. When the final Plan has Board approval, staff will distribute it and the What We Heard Report to all 19 First Nations.

ALTERNATIVES

Alternative 1

That the CRD Reconciliation Action Plan be approved.

Alternative 2

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

IMPLICATIONS

Purpose and Content of the Plan

The Plan is a guiding document to operationalize the Board's commitment to reconciliation, by embedding reconciliation principles and initiatives across the organization, outlining a set of goals and actions the CRD intends to focus on to advance reconciliation over the next 10 years, and establishing a process for reporting and accountability.

The Plan builds on the recommendations of the 2018 CRD First Nations Relations Task Force Final Report and the ongoing work since then to advance reconciliation, strengthen government-to-government relationships with First Nations, and collaborate with First Nations across multiple areas of CRD service delivery. Select initiatives from the past 10 years are highlighted in the Plan.

The guiding principles for reconciliation build on the guiding principles embedded in CRD government-to-government MOUs and Protocol Agreements with First Nations.

The four goals in the Plan build directly on the three themes of the CRD's Statement of Reconciliation plus adds a fourth priority, cultural safety and inclusion. A table of action items for each goal is included in Appendix B in the Plan, indicating for each the current status, lead and support Divisions, anticipated timeline, and whether the action can be absorbed within existing financial plans or will require additional resources.

Where possible, quotes from First Nations have been included in the Plan, with permission, to illustrate a snapshot of the many First Nations teachings, context, laws and perspectives that underlie and inform efforts towards relationship building and reconciliation. Quotes, photos and artwork are not intended to be comprehensive. First Nation websites are listed in Appendix C of the Plan, in recognition that each community is unique and the best way to learn more is from each Nation directly.

Feedback and Revisions to the Plan

Along with the key themes heard from First Nations throughout both phases of engagement on the Plan (summarized in Appendix A), specific feedback from First Nations on the draft Plan included the following:

- Questions about how the Plan relates to Government-to-Government MOUs and concerns that where the Plan uses generic language it could be interpreted as not really committing to reconciliation actions with specific Nations.
- While many Nations were pleased to see the large number of actions identified, some questioned how all of this would get done in 5 years, especially if First Nations involvement and engagement is needed. First Nations had comments about the ability to prioritize, fund and provide the required amount of capacity on both sides to advance all of the work

in the Plan, and recommended extended timelines and/or prioritizing actions.

- Co-management of parks continues to be a high priority of First Nations, as does 'land back' for a variety of purposes.
- Request that acknowledgement of, and commitment to UNDRIP, Declaration Act, Free Prior and Informed Consent, and Douglas Treaties be strengthened and further emphasized in the Plan.
- First Nations want to be involved in decision-making in new ways, beyond existing structures.
- Request that CRD support advocacy to the province on advancing efforts and supporting Nations in their work of nation-rebuilding, governance-rebuilding and boundary resolution, particularly as it relates to shared territory.

In light of this feedback, as well as input from CRD senior staff, key updates to the Plan that differ from the content presented to the Board in February 2026 are as follows:

- Timeline extended from 5 years to 10 years.
- Timing of action items changed from specific years to instead indicate short-term (1-3 years), medium-term (4-6 years) and long-term (7-10 years), as an indication of priority.
- Deletion of action items that are primarily internal.
- Added clarifying language that the Plan does not supersede commitments made in Government-to-Government MOUs, and that the MOUs continue to be the basis for Government-to-Government relationship building with individual Nations, where these agreements are in place.
- Added new action items around exploring opportunities for involving First Nations in decision-making in new ways and advocating to the province to support Indigenous-led guidance for how the CRD should approach questions of shared territory.
- Co-management in parks added as something to explore further, with input from Nations as to the range of activities/approaches that may be taken to support this.
- An organization-wide land acquisition strategy added as a long-term action item, as well as exploring opportunities to support First Nations' access to land such as through lease arrangements or partnerships.
- Wording regarding UNDRIP, the Declaration Act, and Douglas Treaties added to context sections and principles, in line with what has been previously approved by the Board.
- An overview description of the CRD has been added, to outline CRD structure and services, explain enabling and guiding provincial legislation, and clarify that the Plan applies to all of the CRD including the Capital Regional Housing Corporation and the Capital Regional Hospital District.
- As community profiles were not received from all First Nations, staff instead connected with First Nations for quotes to include in the Plan.

Alignment with Board & Corporate Priorities

One of the key recommendations from the 2018 CRD First Nations Task Force Final Report was for the Board to direct staff to draft a program of future concrete actions to support the CRD's commitment to reconciliation.

The 2023-2026 CRD Corporate Plan includes item 15a-3, to partner with First Nations to develop, monitor and report out on an organization-wide Reconciliation Action Plan. More generally, the Plan furthers the CRD's Statement of Reconciliation and all Board and Corporate priorities related to strengthening relationships with First Nations.

The Plan also furthers implementation of CRD commitments made to First Nations through government-to-government MOUs and Protocol Agreements. These agreements continue to be the basis for Government-to-Government relationship building with individual Nations and outline the priority topics for collaboration with each Nation. The Plan supports implementation by operationalizing these priority topics internally across CRD service delivery, identifying specific actions that CRD divisions can take that will progress the commitments made with specific Nations. The Plan also supports implementation of the relationship agreements by providing an accountability mechanism that encourages each CRD division to incorporate these priorities into annual workplans.

Alignment with Existing Plans & Strategies

Where CRD strategic plans include a focus on reconciliation, action items in the Plan reflect these existing commitments. For example, the Regional Parks Strategic Plan and the Regional Water Supply Strategic Plan.

Service Delivery Implications

Respectful working relationships with First Nations can reduce legal risks, reputational risks and the possibility of project delays. The action items outlined in the Plan will support project delivery where formal consultation is required, as well as where engagement or other reconciliation-related initiatives have been identified as goals within service delivery.

Financial Implications

Approval of the Plan will not impact the CRD's 2027 operational budget. Approval of the Plan does not approve any additional resourcing, rather it lays out a strategic framework to bring forward projects and initiatives to be considered for future budget years.

Many initiatives in the Plan are already resourced or can be absorbed within existing budgets. The action items listed in Appendix B of the Plan indicate whether each initiative can be fully or partially absorbed within existing financial plans or requires additional resourcing. Where additional resources are required, the initiative will be advanced by the lead divisions through the usual budget planning process for Board consideration on a project-specific basis, as part of annual service planning and subject to operational requirements and budget availability.

Intergovernmental Implications

The CRD's Reconciliation Action Plan may have implications for other local governments in the regions. Some First Nations may request that municipalities engage in similar initiatives. CRD guidance documents, planning templates, and other lessons learned as related to Plan activities can be shared with municipalities to support their relationships with First Nations.

First Nations Implications

Priorities and key areas of focus outlined in this plan have been shaped and guided through past and ongoing engagement with First Nations staff and leadership, however, the actions identified are not exhaustive and the Plan recognizes that new opportunities may emerge and community priorities may change over time. Concerted efforts to grow and maintain respectful relationships with First Nations communities will need to continue, with a role for staff and leadership at all levels of the organization.

CONCLUSION

The CRD Reconciliation Action Plan is a guiding document to operationalize the Board's commitment to reconciliation, as outlined in the First Nations Relations Task Force, Statement of Reconciliation, Board priorities, government-to-government MOUs and Protocol Agreements, and various CRD strategic plans. The Plan has been developed with input from First Nations through two rounds of engagement and with the involvement of senior leadership across the organization. The Plan builds on the feedback, priorities and requests shared by First Nations with the CRD on multiple initiatives over the years as well as through ongoing collaborations. The Plan embeds reconciliation principles and initiatives across the organization, outlines a set of goals and actions that the CRD plans to focus on to advance reconciliation over the next 10 years, and establishes a process for reporting and accountability.

RECOMMENDATION

That the CRD Reconciliation Action Plan be approved.

Submitted by:	Caitlyn Vernon, MES, Senior Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: First Nations Engagement: What We Heard Report
Appendix B: CRD Reconciliation Action Plan
Presentation: CRD Reconciliation Action Plan

CRD Reconciliation Action Plan

First Nations Engagement: What We Heard Report

Prepared by Two Worlds Consulting for the Capital Regional District

August 27, 2026

ACKNOWLEDGEMENTS

The Capital Regional District (CRD) and Two Worlds Consulting extend appreciation to the First Nations who contributed to the development of the CRD Reconciliation Action Plan (the Plan) through this engagement process. These contributions are an important step in strengthening respectful partnerships, advancing commitments to reconciliation, and informing future works. We are grateful for the time, knowledge, and perspectives shared, and recognize the diversity of experiences and voices reflected throughout the engagement process.

INTRODUCTION

This First Nations Engagement: What We Heard report summarizes key themes and values raised by First Nations who were interested and able to participate during engagement for the Plan. The purpose of this document is to provide a high-level overview of First Nations perspectives, priorities, experiences, and input that was shared to inform the Plan.

ENGAGEMENT APPROACH

Two phases of First Nations engagement were held between September 2025 and July 2026. The CRD sent invitations to 19 First Nations with territory in the CRD: BOŶEĆEN (Pauquachin) First Nation, Cowichan Tribes, Halalt First Nation, Lyackson First Nation, MÁLEXEŁ (Malahat) Nation, paaŶčiidŶatx (Pacheedaht) First Nation, SC'İĀNEW (Beecher Bay) First Nation, scəwaθən məsteyəx^w (Tsawwassen) First Nation, Semiahmoo First Nation, Songhees Nation, Snuneymuxw First Nation, Penelakut Tribe, Stz'uminus First Nation, STĀUTW (Tsawout) First Nation, T'Sou-ke Nation, Ts'uubaa-asatx Nation, WŚĀNEĆ Leadership Council (WLC) on behalf of WJOLEŁP (Tsartlip) First Nation and WŚIKEM (Tseycum) First Nation, and x^wsepsəm (Esquimalt) Nation.

Phase One (September–December 2025) introduced the purpose and intent of the Plan and gathered initial input and feedback from First Nations on what would be important to include or consider in development of the Plan. Additionally, Nations were invited to share any community preferences or ideas for the Plan, if desired, and provide input and feedback on a draft table of contents. Phase Two (February–July 2026) focused on reviewing and providing input and feedback on draft content for inclusion in the Plan, including proposed goals and guiding principles, a suite of potential action items, and a variety of other sections.

Phase One and Phase Two engagement methods included invitation letters, emails, surveys, presentations, and in-person and virtual meetings, with an openness for Nations to engage in the manner most suitable and best for them. Some of the meetings were held specifically to discuss the Plan, while others were integrated into existing government-to-government discussions and regular staff-level meetings. Capacity funding to support Nations to participate was offered in both phases. First Nations engagement was led by CRD staff, with support from Two Worlds Consulting.

CRD met with and/or received a written response from the following First Nations in each phase:

Phase 1	Phase 2
BOKÉĆEN (Pauquachin) First Nation Cowichan Tribes Halalt First Nation MÁLEXEŁ (Malahat) Nation paaʔčiidʔatx (Pacheedaht) First Nation scəwəθən məsteyəxʷ (Tsawwassen) First Nation Songhees Nation SṪÁUTW (Tsawout) First Nation T'Sou-ke Nation W̱SÁNEĆ Leadership Council (on behalf of W̱JOŁEŁP and W̱SIKEM First Nations) xʷsepsəm (Esquimalt) Nation	BOKÉĆEN (Pauquachin) First Nation Halalt First Nation MÁLEXEŁ (Malahat) Nation paaʔčiidʔatx (Pacheedaht) First Nation scəwəθən məsteyəxʷ (Tsawwassen) First Nation Songhees Nation SṪÁUTW (Tsawout) First Nation T'Sou-ke Nation W̱SÁNEĆ Leadership Council (on behalf of W̱JOŁEŁP and W̱SIKEM First Nations) xʷsepsəm (Esquimalt) Nation

The CRD respectfully recognizes that responding to and participating in this type of engagement is influenced by community priorities, capacity, timing, and the overall volume of requests received by First Nations. The CRD acknowledges that not all First Nations within whose territory the CRD operates responded and/or took part.

WHAT WE HEARD

Information shared by First Nations and summarized in this report is organized around four key themes, which informed the four goals of the Plan:

- **Recognize and respect Indigenous self-determination** through more inclusive governance and relationship building;
- **Support shared prosperity** by enhancing economic opportunities, in partnership with First Nations;
- Uphold and respect First Nation rights, responsibilities and **relationships with lands and waters**;
- **Foster cultural safety** by increasing visibility and awareness of First Nations across the CRD region, and inclusion in CRD programming.

Feedback and insights from First Nations are summarized under each of the four key themes below, along with highlights shared throughout engagement. Many insights from First Nations relate to multiple themes. For clarity and readability, feedback has been grouped under the theme where it is most strongly reflected.

Indigenous Self-Determination and Relationship Building

Highlights:

- Build trust through transparency and long-term relationships
- Provide time and adequate capacity funding for First Nations to meaningfully participate
- Demonstrate how First Nations engagement influences CRD decisions

First Nations stressed the importance of government-to-government relationships that recognize and respect Indigenous self-determination, as well as increased inclusion in regional district decision-making, including advancing opportunities that go beyond existing structures.

First Nations emphasized the importance of recognizing Indigenous rights, histories, and governance systems throughout engagement processes. This includes respecting traditional territories, acknowledging and strengthening references to the Douglas Treaties where applicable, and upholding and recognizing the *United Nations Declaration on the Rights of Indigenous Peoples* and the *BC Declaration on the Rights of Indigenous Peoples Act*. First Nations shared that the CRD should reduce reliance on provincial consultation processes/tools (e.g., the BC Consultative Areas Database) that do not necessarily reflect First Nation-specific relationships and areas of interest, and advocate to the province to support Nation-to-Nation discussions and guidance for how to respectfully approach engagement in areas of shared territory.

First Nations shared that trust is built through transparency, accountability, and sustained action, rather than one-time engagement or consultation. This includes investing in long-term relationship building, providing adequate capacity funding, giving timely notification of engagement opportunities, and demonstrating how feedback influences decisions. Some First Nations noted that capacity constraints may affect their ability to participate in the implementation and advancement of actions identified in the Plan and expressed a preference for a timeframe longer than the initially proposed 5-year Plan. First Nations shared best practices to support shared decision-making, including embedding Indigenous protocols into engagement, governance, and decision-making processes. Additionally, it was recommended that the CRD continue to engage with municipalities on mutual goals for reconciliation and governance, as this would benefit First Nations by promoting a more coordinated and consistent approach.

Shared Prosperity

Highlights:

- Invest in Indigenous-led economic opportunities, employment and procurement
- Pursue opportunities that align with land-based initiatives and support youth

Economic development, capacity funding, and shared prosperity emerged as recurring themes throughout engagement. Some First Nations emphasized that existing funding mechanisms do not provide sufficient financial capacity for ongoing government-to-government relationships or enable meaningful participation in the CRD's projects. It was shared that meaningful reconciliation by the CRD means investing in Indigenous-led economic opportunities and Indigenous procurement. First Nations shared the importance of CRD support for First Nations-owned businesses, the South Island Indigenous Business Directory, and professional development and training

opportunities for First Nation community members. First Nations also expressed interest in revenue-sharing or other support or partnership arrangements, and dedicated funding for First Nations-led projects. It was noted that youth are a priority for many Nations and the CRD could support youth-focused initiatives including internships, cultural exchanges, and business development programs.

Several First Nations stated an interest in enhancing opportunities that align with land-based initiatives, including stewardship initiatives, environmental monitoring, watershed Guardian programs, and ranger

positions. Some First Nations shared that investments in Indigenous cultural and heritage initiatives could strengthen cultural preservation efforts while attracting tourism and generating economic, educational, and community benefits. First Nations emphasized the importance of retaining wealth within communities while supporting sustainability, alongside greater support for land acquisition, housing, cultural facilities, and infrastructure that contribute to long-term community well-being.

Relationships with Lands and Waters

Highlights:

- Increase collaborative governance and management of lands and waters
- Recognize and incorporate Indigenous archaeological protocols
- Support access to traditional territories for harvesting, cultural purposes and intergenerational knowledge transfer

First Nations stated that their ongoing relationships with the lands and waters should be understood through a holistic, interconnected lens. It was noted that considering cumulative effects across marine and terrestrial ecosystems requires recognition that environmental impacts extend beyond individual projects and jurisdictions.

Many First Nations highlighted archaeology and cultural heritage as a priority for engagement and noted that Western archaeological assessment methods may not always align with First Nation protocols. It was indicated that a collaborative approach with First Nations and provincial regulators better supports inclusion in archaeological permitting processes. Participants shared that this could include the use of cultural monitors during construction activities and other ground-disturbing phases of major projects.

First Nations also identified opportunities to support Indigenous stewardship through the collaborative governance of lands and waters. Emphasis was placed on the importance of co-management of regional and community parks, as well as the inclusion of First Nations in land management planning, guidance, and policymaking to support the incorporation of Indigenous rights, responsibilities, and knowledge into decision-making.

Many First Nations identified Land Back¹ as a priority for strengthening Indigenous governance, cultural continuity, and environmental stewardship. Specifically, First Nation priorities included opportunities for acquiring land from the CRD, concerns about CRD land acquisition, and a desire to be involved in that process, as well as ways CRD could lend support to efforts by First Nations to acquire land.

First Nations also shared the importance of protecting and supporting land-based cultural practices and knowledge systems. This included supporting access to traditional territories for harvesting foods and medicines, sustaining cultural practices, and supporting the continuity of intergenerational knowledge transmission.

¹ **Land Back** can refer directly to returning lands to First Nations ownership. Indigenous scholars ([Jeff Corntassell, 2021](#); [The Yellowhead Institute, 2019](#)) have emphasized that Land Back also has broad implications that require the consideration of Indigenous governance, stewardship responsibilities, decision-making authority, and access to Traditional Territories. [Jesse Wente](#), Chair of the Canada Council for the Arts, has defined Land Back as “*decision-making power. It’s about self-determination for [Indigenous Peoples] that should include some access to the territories and resources in a more equitable fashion, and for [Indigenous Peoples] to have control over how that actually looks*”

Cultural Safety and Inclusion

Highlights:

- Increase signage and art promoting awareness and visibility of First Nation cultures & presence
- Provide internal Indigenous-led cultural safety training to CRD staff

First Nations shared that the CRD should continue to improve cultural safety and inclusion in its operations, and increase public understanding of First Nations histories, cultures, rights, and enduring relationships with their territories. Participants stated that opportunities to increase public visibility and recognition of Indigenous cultures should be explored in partnership with First Nations, such as restoring or installing Indigenous artwork, and incorporating Indigenous languages and stories into public spaces. Additionally, First Nations emphasized the importance of supporting Indigenous language revitalization and cultural programming.

Participants highlighted the importance of recognizing traditional territories through signage, maps, place names, and interpretive materials that reflect First Nations histories and ongoing connections to the land. Some First Nations suggested messaging on signage that encourages respect for the land and the importance of stewardship.

Increasing cultural competency within the CRD was also noted by First Nations as critical to reconciliation. This includes providing Indigenous-led cultural safety and awareness training for staff, offering opportunities for staff to learn directly from First Nations through tours and on-the-land learning, and ongoing educational activities to build respectful relationships and support informed decision-making.

MOVING FORWARD

The information shared by First Nations through Phase 1 engagement was incorporated into the first draft of the Plan, which was then shared with the CRD Board and First Nations for review. Feedback from Phase 2 engagement led to revisions that are reflected in the updated Plan. More broadly, what was heard from First Nations through this process will inform ongoing engagement and support the advancement of respectful, collaborative relationships.

Reconciliation Action Plan

2026–2036



Making a difference...together



Acknowledgements

The Capital Regional District (CRD) gratefully acknowledges and thanks First Nations for the discussions, contributions and perspectives they have shared with the CRD Board and staff over the years which have informed this Reconciliation Action Plan (Plan) and shaped the CRD’s approach to reconciliation.

Huy ch q’u HÍSW̱ḴE Hay’sxw’qa Kleco Kleco Thank you

Any pictures, teachings, quotes, and language, are illustrative and not meant to be exhaustive or comprehensive. They are either provided directly by First Nations or used with permission from First Nations. With respect and gratitude, the CRD thanks the many Nations who contributed to the development of this Plan and all those who shared quotes and teachings to be included.

Cover image features a Nootka rose. First Nations of the Pacific Northwest, including Vancouver Island and the Gulf Islands, have long used the Nootka rose for food, medicine, and cultural purposes.

Dancing Dragonflies by Chris Paul

Chris Paul, a WSÁNEĆ artist from the WJOḺELP First Nation, created Dancing Dragonflies for the CRD, an image based on the idea of First Nation and Settler communities living side by side and our governments making a difference together. Dragonfly is a symbol of change, transformation and swiftness. He represents a symbol of change in the view of self-understanding and the kind of change that has its source in maturity and insight into the deeper meaning of life. It is our hope today that our work to change and transform will be swift, that as we mature we will develop insight that allows us to be poised for reconciliation, and that we continue to build strong and meaningful relationships with local First Nations.



Dancing Dragonflies by Chris Paul

DAḴE,IḺĆ (Salal) and TI,IḺĆ (Yerba Buena) by Sarah Jim

Sarah Jim is a visual artist, land steward, and SENĆOFEN language learner from the W̱SÍ,̱KEM village in W̱SÁNEĆ.

DAḴE,IḺĆ (salal) is an evergreen shrub that embodies resilience, adaptation, and community care. Remaining green throughout the cold winter months helps sustain life when much of the landscape lies dormant. It offers year-round shelter and nourishment for animals and pollinators. This is especially important for non-migratory species who endure the harshness of winter. Thriving even in nutrient-poor soils, DAḴE,IḺĆ helps restore and enrich the land, creating conditions that support the growth of other plant and animal life. Its flowers and berries are beloved sources of food for pollinators, birds, animals, and people. As well as being an altruistic member of the forest ecosystem, DAḴE,IḺĆ holds deep cultural significance for the WSÁNEĆ People. It reminds us that resilience is rooted in reciprocity, and that by generously sharing our gifts, we help sustain one another.

TI,IḺĆ (yerba buena) is becoming increasingly uncommon due to urbanization and the ongoing impacts of colonization. It grows in healthy, established forests that are free from invasive species and rich with traditional foods and medicines. This plant is an indicator of a balanced, thriving ecosystem. TI,IḺĆ depends on the shade of towering trees and the protection of its plant relatives. It flourishes as part of an interconnected community, reminding us that survival and strength are rooted in relationships. Its presence speaks to collaboration – between species, within ecosystems, and among people. As the CRD promises a healthier future in partnership with Indigenous communities, TI,IḺĆ becomes a symbol of that commitment: a vision of restored homelands and good relations between communities.

The leaves, adorned with Coast Salish elements, reflect the inseparable connection between land, culture, and community. Through this plant, we are reminded that caring for the land is also caring for one another, and that restoring our relationships with place is an act of cultural and ecological renewal.



Salal and Yerba Buena by Sarah Jim

Territorial Acknowledgement

The CRD acknowledges the First Nations on whose territories the CRD operates, all of whom have a long-standing relationship with the lands and waters from time immemorial that continues to this day.

The CRD operates and provides services within the territories of a number of First Nations whose communities and/or reserve lands are based in the region, including: BOKÉCEN (Pauquachin) First Nation, MÁLEXEL (Malahat) Nation, paaʔciidʔatx (Pacheedaht) First Nation, Penelakut Tribe, SCTIANEW (Beecher Bay) First Nation, Songhees Nation, SʔÁUTW (Tsawout) First Nation, TʼSou-ke Nation, WJOLÉEP (Tsartlip) First Nation, WSIKEM (Tseycum) First Nation, and xʷsepsəm (Esquimalt) Nation.

The CRD also recognizes First Nations with territories in the region whose reserve or treaty lands are located outside the region, including: Cowichan Tribes, Halalt First Nation, Lyackson First Nation, scə́waθən məsteyəxʷ (Tsawwassen) First Nation, Semiahmoo First Nation, Snuneymuxw First Nation, Stzʼuminus First Nation, and Tsʼuubaa-asatx Nation.

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“Take care of the land, water & resources,
& they will take care of you.”

x̓wsepsəm (ESQUIMALT) NATION

Francis King Regional Park

Statement of Reconciliation



The CRD’s boundaries span the traditional territories of many First Nations, whose ancestors have been taking care of the land since time immemorial. The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance.

The CRD is part of a national movement towards reconciliation with Canada’s Indigenous Peoples, informed by:

- The Truth and Reconciliation Commission’s Calls to Action
- The United Nations Declaration on the Rights of Indigenous Peoples
- Section 35 of the Canadian Charter of Rights and Freedoms
- The Douglas Treaties and the BC Modern Treaty process

The CRD’s path to reconciliation focuses on three recurring themes:

1. Self-Determination

The CRD acknowledges the fundamental right of self-determination to Indigenous Peoples. In the spirit and intent of inclusivity, the CRD is committed to working with First Nations through the governance systems they choose. When First Nations wish to participate in our decision-making process then we will support them. The CRD will look to First Nations for leadership in understanding how to create new decision-making systems together on their traditional territories.

2. Shared Prosperity

The CRD recognizes the gap in wealth between First Nations and settler governments. The CRD will work towards a prosperous economic future for all of its residents and believes that improving the lives of the most vulnerable citizens creates a stronger and more resilient region for everyone. The CRD will seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.

3. Relationship with the Land and Water

The CRD recognizes the integral relationship First Nations have with the land; often the names for the people of the land and the land itself were one and the same. The CRD will work with First Nations on taking care of the land while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

As recommended by the CRD’s Special Task Force on First Nations Relations (2018) and adopted by the Board (2018).

Message from the CRD Board Chair

On behalf of the Capital Regional District (CRD) Board, I am honoured to share a message of support and optimism as we continue to develop and strengthen our relationships with the First Nations on whose territories the CRD operates.

The Reconciliation Action Plan is a next step on the CRD’s ongoing path to reconciliation, and is intended to demonstrate the CRD’s commitment to continue endeavours to deepen respectful and reciprocal government-to-government relationships with First Nations communities. The plan will provide a framework to improve collaboration, advance concrete actions, enable partnerships and meaningfully deliver on commitments and shared priorities.

While the CRD has made a concerted effort over the past 10 years to improve relationships with First Nations, to more readily engage, truly listen and seek to understand the needs and interests of these communities we recognize there is more work to do and many actions that need further progress.

In my time as CRD Board Chair, I am humbled and grateful for the opportunity to collaborate with First Nations. Thank you to all the leaders and community members I have had the privilege to learn from. We strive to earn trust by demonstrating and following through on our commitments, remaining open to working together in new ways, and learning from any missteps.

We know that reconciliation is ongoing and evolving, that it will take time, and will not always be easy or smooth. We also know the entire region benefits from meaningful engagement and effective partnership between the CRD and First Nations communities, and through this Plan and the work ahead, I look forward to the achievements and improvements we will create, together.

Cliff **MCNEIL-SMITH**
Chair
Capital Regional District Board



Island View Beach Regional Park

Message from the CRD Chief Administrative Officer

On behalf of the entire organization, we are pleased to endorse, champion and participate in the CRD’s first Reconciliation Action Plan. This Plan will support the CRD to further embed reconciliation and an Indigenous inclusion lens in CRD operations, helping to ensure the work is appropriately guided and informed by the First Nations on whose territories the CRD delivers services and programs.

Priorities, key areas of focus, and tangible actions outlined in this Plan have been shaped and guided through past and ongoing engagement with First Nations leadership. The CRD recognizes that concerted efforts to grow and maintain truly respectful relationships with First Nations communities will need to continue, with a role for staff at all levels of the organization.

With this Plan, the CRD’s past work and ongoing commitments to reconciliation are made more visible. The goals and action items reflect the priority topics identified in current government-to-government Memorandums of Understanding and Protocol Agreements recently signed with First Nations, and provide a mechanism to further operationalize these agreements and embed reconciliation principles and actions across the range of work undertaken by the CRD.

This Plan outlines key actions the CRD aims to achieve over the next ten years. While it reflects today’s priorities, we know our work with First Nations will evolve, so we must remain flexible and adapt as needs and interests change.

Several key actions can be advanced and achieved with existing resources and budgets, while others may require additional approvals, greater partnerships and/or exploration. To stay accountable, the CRD will report on the progress of the Reconciliation Action Plan each year.

We recognize that we have much to learn. Through ongoing, new and expanded efforts, we look forward to continuing to work with First Nations to strengthen relationships, advance priorities of mutual interest, and design and deliver CRD services and programs in a respectful way.

Ted **ROBBINS**
Chief Administrative Officer
Capital Regional District



Crescent Beach, Sooke Potholes Regional Park

“Naut’sa mawt”, meaning “one heart one mind”, which denotes the interconnection between all things.

T’SOU-KE NATION

Canoes at East Sooke Regional Park for Tribal Journeys Event

Reconciliation Action Plan

Purpose and Intent

To guide efforts in advancing reconciliation, the objectives of the Plan are to:

- outline a set of concrete actions the CRD plans to focus on to advance reconciliation over the next 10 years
- embed reconciliation principles and initiatives at both the strategic and operational levels, across CRD operations
- serve as a guiding document to help operationalize and deliver on Board priorities related to First Nations relations and CRD commitments outlined in government-to-government MOUs and Protocol Agreements
- establish a process to measure and provide transparent reporting on reconciliation initiatives from across CRD Divisions

The CRD recognizes that reconciliation is a continuous, long-term process with no defined endpoint. While the Plan represents an important step forward, it is part of a broader commitment to ongoing learning, relationship building and meaningful engagement. The CRD will remain responsive to evolving relationships with First Nations, changing community priorities, and the CRD’s organizational realities.

Goals

The CRD will dedicate time and resources to advance the following goals, which build on the themes outlined in the CRD’s Statement of Reconciliation:

- SELF DETERMINATION & RELATIONSHIP-BUILDING: Recognize and respect Indigenous self-determination through more inclusive governance and meaningful government-to-government relationship-building
- SHARED PROSPERITY: Support shared prosperity by enhancing economic opportunities, in partnership with First Nations
- RELATIONSHIP WITH LANDS & WATERS: Uphold and respect First Nation rights, responsibilities and relationships with the lands and waters
- CULTURAL SAFETY & INCLUSION: Foster cultural safety by increasing visibility and awareness of First Nations across the CRD region and enhancing Indigenous inclusion in CRD programming



“ In the SENĆOŦEN language, ‘T’Sou-ke’ is the name of the Stickleback fish that lives in the estuary of the Sooke River. ”

T’SOU-KE NATION

“ As Pauquachin people, we seek to build a healthy, self-reliant and economically strong community where every family is learning from and honoring each other. We will root our future actions in the culture, traditions and languages of our people, which will be done through appreciating our history on this land. ”

We are a strong independent nation that takes pride in ÇENENITEL ŁTE (working together). Through unity BOŖEĆEN will thrive as a safe, healthy and successful nation taking an active role to protect our lands and resources for our SELISET (family).

BOŖEĆEN (PAUQUACHIN) FIRST NATION



“ I’m proud to be Songhees. I am proud of our community’s strength, integrity, and vision. We are the keepers of the spirit of our ancestors, and of the generations to come. We have been here since time immemorial, and we will continue to thrive. ”

CHIEF RON SAM, SONGHEES NATION



Signs of Lekwungen Art at Songhees Point during Songhees walking tour for CRD staff

Guiding Principles for Reconciliation

In implementing this Plan, the CRD will be guided by the following principles:

Honouring our Government-to-Government Relationships

1. Commit to developing and nurturing cooperative, collaborative, long-term, and mutually beneficial government-to-government relationships with First Nations.
2. Communicate in an honest, respectful, meaningful, cooperative, and transparent manner with the goal of improving understanding of different perspectives. Remain flexible and adaptable, and open to working together in unique and new ways to achieve desired outcomes.
3. Recognize that each First Nation has a distinct culture, governance structure, priorities and capacity. Seek guidance from each First Nation on how to respectfully work together.
4. Commit to learning about First Nations laws, beliefs and teachings and how these concepts can support a positive, mutually respectful government-to-government relationship.



Honouring Reconciliation

1. Work to embody the foundational principle of: “Nothing about us without us,” with emphasis on First Nations leadership in decisions affecting their territory.
2. Commit to learning about the ongoing legacies of colonialism which continue to impact Indigenous Peoples today so that this understanding can inform CRD efforts towards reconciliation.
3. Commit to advancing the Truth and Reconciliation Calls to Action and recognizing the United Nations Declaration on the Rights of Indigenous Peoples Act (UNDRIP) as a framework for reconciliation that guides organizational efforts, with articles whose spirit and aspirations we seek to uphold.
4. Recognize that time and resources are required for meaningful reconciliation.

Honouring the Lands & Waters

1. Recognize that the CRD is situated on First Nations’ territory and that each First Nation has a responsibility to care for and steward their territory.
2. Seek opportunities to facilitate the inclusion of First Nation knowledge, cultural practices and governance into CRD decision-making and operations.
3. Commit to engagement and dialogue on CRD projects, with the goal of seeking Free, Prior and Informed Consent (FPIC) where possible.
4. Support long-term sustainability and stewardship for the benefit of future generations, integrating environmental considerations, community well-being and First Nations’ perspectives.



“*ÁTOL (respect): “Mutual respect for the rights of others (with life).” The W̱SÁNEĆ concept of ÁTOL extends to all life, including water.*

ĆAINEUEL (co-operation): “Working together.”

HIWESTEL (partnership): “To honour one another.”

”

**W̱SÁNEĆ LEADERSHIP COUNCIL, ON BEHALF
OF W̱JOŁEŁP (TSARTLIP) FIRST NATION AND
W̱SIKEM (TSEYCU) FIRST NATION**

“*We stand proud on our hwulmuhw mustimuhw tumuhw (ancestral land of Malahat people), guided by the wisdom of our s’ul’eluhws (elders) and carried forward by the strength of our st’ul’iqulh (children). Our inherent Rights and Title come from generations of stewardship. Fishing, hunting, gathering, and ceremony are part of the seasonal cycles that continue to shape our way of life and remind us that sovereignty is not only about borders, but also our responsibility to care for the land, water, and all beings who live here.*

Malahat Nation continues to walk forward in the teachings of our ancestors – building community and governance in a way that honours our elders, uplifts our youth, and protects the land and waters for generations to come.

”

MÁLEXEŁ (MALAHAT) NATION

Mill Hill Regional Park

Process

In September 2025, the CRD invited all 19 First Nations on whose territory the capital region is situated to engage and participate in the development of the CRD’s first Reconciliation Action Plan. Simultaneously, an internal engagement process across all CRD divisions was also initiated to support development of the Plan.

12 First Nations responded and engaged in the first phase of engagement. The feedback and guidance offered was combined with prior input on a variety of topics that First Nations have shared with the CRD over the years and incorporated into an initial draft Plan.

The draft Plan was then shared with all 19 First Nations in February 2026 for additional input and a more detailed review, where there was interest to engage further. Feedback and discussions with 11 First Nations occurred during this second phase of engagement and have informed the final Plan.

The CRD acknowledges that not all 19 First Nations were available or interested in directly engaging on the content of this Plan at this time, and invites further participation from First Nations through Plan implementation, if and as desired.

“*EWENE STÁN ET ŁNINEŁ HO, ŁS TU, EWES ŁNINEŁ: ‘Nothing about us without us’*

”

STÁUTW (TSAWOUT) FIRST NATION



“

The *W̱SÁNEĆ* Nation is the beneficiary and successor of the 1852 North Saanich and South Saanich Douglas Treaties. Although these Treaties affirmed *W̱SÁNEĆ* rights, they were ignored for generations, resulting in land dispossession, restrictions on traditional harvesting, and the imposition of the Indian Act.

For countless generations, *W̱SÁNEĆ* People travelled throughout their territory and beyond - harvesting foods, visiting relatives, and upholding longstanding responsibilities of stewardship and governance. Colonization introduced systems that disrupted *W̱SÁNEĆ* laws, governance, economy, and ways of life. Despite sustained systemic interference, the *W̱SÁNEĆ* People have persisted, maintaining their language, culture, and laws.

Today, the *W̱SÁNEĆ* People continue to stand strong - revitalizing their *SENĆOŦEN* language, restoring *SXOLE* (reef net fishing technology), and upholding their cultural, legal, and governance systems. *W̱SÁNEĆ* People have always lived in a profound relationship with the land and waters, guided by sacred responsibilities to protect, care for, and sustain their territory - responsibilities given to them by *XÁLS*, the Creator.

”

**W̱SÁNEĆ LEADERSHIP COUNCIL, ON BEHALF
OF W̱JOŁEŁP (TSARTLIP) FIRST NATION AND
W̱SIKEM (TSEYCU) FIRST NATION**



“

Our connection with the land and the resources of our large territory goes back thousands of years. In that time, we have learned to live in a finely balanced relationship with the seasons, the lands, the tides, and the seasons of our lives that have sustained us. We repaid the land through our commitment to stewardship, and through our ceremonies. We understand this obligation as our Sacred Trust.

”

x̱w̱sepsəm (ESQUIMALT) NATION

First Nations and Indigenous Peoples in the Capital Region

The CRD’s efforts towards reconciliation will continue to focus on relationship building with the First Nations on whose territory the CRD operates, given the nature of CRD’s operations on lands and waters in the region. The CRD recognizes the unique histories, cultures, rights, and interests of each First Nation. The CRD acknowledges that this may require different approaches and actions that account for the distinct rights, preferences, protocols and governance structure of each individual First Nation.

Further, the CRD’s approach to working with the First Nations in the region differs based on which Nations have reserve lands with communities in the region (BOKEĆEN (Pauquachin) First Nation; paa?čiid?atx (Pacheedaht) First Nation; SC’IANEW (Beecher Bay) First Nation; Songhees Nation; STÁUTW (Tsawout) First Nation; T’Sou-ke Nation; WJOŁŁP (Tsartlip) First Nation; WSIKEM (Tseycum) First Nation; and xʷsepsəm (Esquimalt) Nation), which Nations have reserve lands but whose administrative centres

and communities are outside the region (MÁLEXEL (Malahat) Nation and Penelakut Tribe), and those Nations that have territory in the region but whose reserve lands and treaty lands, communities and administrative offices all lie outside the region (Cowichan Tribes, Halalt First Nation, Lyackson First Nation, scə́waθən məsteyəxʷ (Tsawwassen) First Nation, Semiahmoo First Nation, Snuneymuxw First Nation, Stz’uminus First Nation, and Ts’uubaa-asatx Nation). The CRD works most closely with the Nations having service agreements tied to CRD operations and communities based in the region.

In addition, the CRD is also home to many urban Indigenous Peoples who identify as members of First Nations, Métis, and Inuit communities from outside the region. Where appropriate, a broader lens on Indigenous inclusion will be applied, for example as related to programs/services linked to housing, transportation, recreation, employment and procurement.



Lekwungen dancer opens the Forum of All Councils, a gathering of CRD, Municipal & First Nations leadership

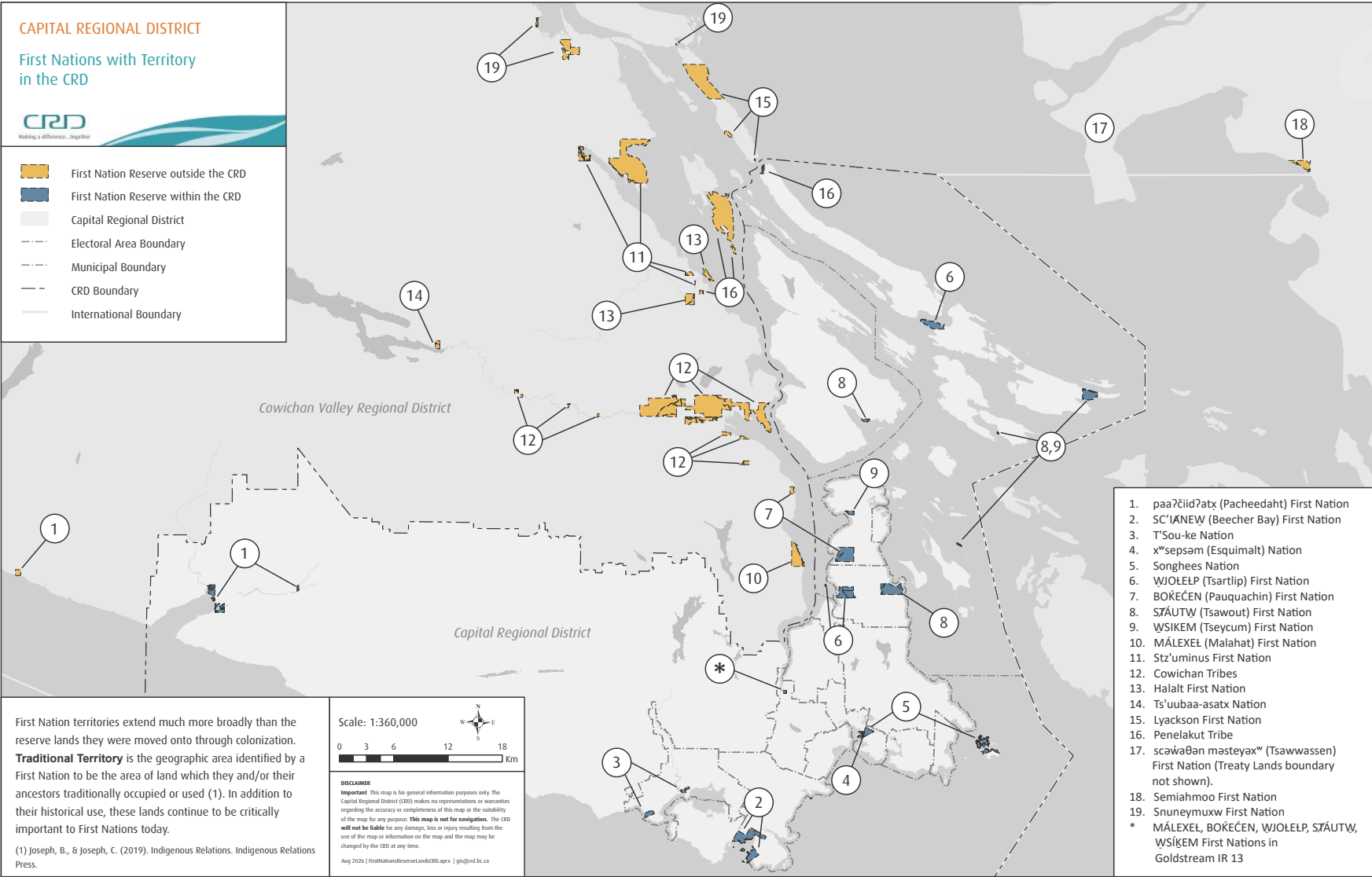


CRD education program at ŁÁU,WELNEW Tribal School



Community representatives and CRD Archaeologist share knowledge and discuss recent archaeological findings

The CRD operates on the territories of 19 First Nations. While this map shows the reserve lands that First Nations were moved onto through colonization, their territories extend broadly across the region.



Select CRD Reconciliation Initiatives Over the Past 10 Years

The CRD recognizes that truth precedes reconciliation and acknowledges the ongoing legacy of colonialism. Colonization displaced Indigenous Peoples and attempted to erase cultures through policies that dismantled languages, traditions, and identities. Residential schools and assimilation policies, including the Sixties Scoop, removed children from their families, causing deep intergenerational trauma and cultural loss. These enduring systems of racism continue to affect Indigenous Peoples, including First Nations whose territories overlap the CRD, and all Indigenous People who call the region home.

The CRD’s reconciliation journey grew from recognizing historic harms and current inequities and the need to support Indigenous self-determination. Early efforts prioritized conversations with First Nations to build enduring, government-to-government relationships. Over time, international, federal, and provincial frameworks, including the UN Declaration on the Rights of Indigenous Peoples (2007), the Truth and Reconciliation Commission Calls to Action (2015), and BC’s Declaration on the Rights of Indigenous Peoples Act (2019), have shaped CRD governance, service delivery, and Indigenous engagement.

In 2015, the CRD created a Special Task Force on First Nations Relations to advance reconciliation. Since then, the CRD has pursued multiple avenues, sought First Nations’ feedback, and published findings in reports such as the Inclusive Governance Report and Indigenous Employment Project Reports. Developing and implementing a Reconciliation Action Plan is the next step toward addressing inequalities and building reciprocal relationships with First Nations.

2015

- Created Special Task Force on First Nations Relations (2015-2018)

2018

- Signed the first Traditional Use Agreement for a Regional Park
- CRD Statement of Reconciliation
- Signed a Watershed Traditional Use Access Agreement

2016

- Held Forum of All Councils (2016, 2019 & 2023)
- Offered tours of the watershed to First Nation leadership and staff (2016 & 2025)

2019

- Established the First Nations Relations Standing Committee
- Provided CRD staff and Board with Guide to Offering Territorial Acknowledgements

2020

- Adopted Conservation and Protection of Heritage Sites Policy
- Established Equity, Diversity, and Inclusion Steering Committee
- Learning opportunities for CRD staff (ongoing)

2021

- Included First Nations Elected Representatives on CRD Standing Committees
- Adopted a First Nations Cultural Honorarium Policy
- Unveiled Indigenous art, commissioned through the Core Area Wastewater Treatment Project

2022

- Updated Procurement Policy to encourage more procurement from Indigenous businesses
- Provided CRD Staff and Board with First Nations Communications Framework

2023

- Learning opportunities to CRD Board (ongoing)
- Launched the CRD Government-to-Government Relationship Building Initiative
- Collaborated with partners to launch the South Island Indigenous Business Directory
- Published the Indigenous Employment Project Reports
- Provided CRD Staff and Board with Working with Indigenous Elders Guidance Document

2024

- Submitted the CRD Inclusive Governance Report to the province summarizing feedback from First Nations
- Signed a Watershed Environmental Monitoring Access Agreement
- Signed new Water Supply Agreements
- Government-to-Government Relationship Building Initiative Summary Report
- Housing partnership with Songhees Nation
- Signed Government-to-Government Memorandum of Understanding with one First Nation

2025

- Amended the Regional Water Advisory Committee to include First Nations participation
- Developed the Equity, Diversity and Inclusion Strategy
- Signed Government-to-Government Memorandum of Understanding with four First Nations and Protocol Agreement with one First Nation
- Engaged First Nations to support developing a CRD Reconciliation Action Plan

2026

- Reconciliation Action Plan approved [anticipated]
- Regional Parks Cultural Practices & Safety Policy adopted
- Partnered with First Nations on invasive species removal and Canada Goose management (ongoing)
- Water Supply Area Bylaw amended to facilitate First Nations access and use of the watershed



Reconciliation Action Plan – Goals

The action items identified in this Plan were directly informed by discussions with First Nations and internal engagement sessions with CRD staff and leadership between September 2025 and June 2026. Prior engagement and feedback from First Nations also informed these action items, as did the priority topics identified through government-to-government discussions, MOUs and Protocol Agreements. This Plan provides a mechanism for the CRD to operationalize the government-to-government MOUs and Protocol Agreements, by identifying and embedding related action items for CRD divisions across the organization and providing an accountability mechanism.

The CRD acknowledges that the Plan is a living document that will continue to be informed by ongoing engagement with First Nations. The unique MOUs and Protocol Agreements will continue to guide the relationship and specific priorities with each First Nation.

The next section describes the Plan’s Goals, each with its own set of action items that CRD intends to advance in the coming years, in collaboration with First Nations. The full list of associated action items is available in Appendix B.



Goal 1: Recognize and respect Indigenous self-determination through more inclusive governance and government-to-government relationship-building

Recognizing that regional decisions can impact First Nations’ communities and rights, First Nations continue to emphasize the need for more inclusive regional governance that addresses barriers to meaningful participation as well as the importance of developing a government-to-government relationship.

Some First Nations have signed Douglas Treaties, others have or are negotiating modern-day treaties, and each First Nation has unique governance structures and interests. To work with First Nations in the governance structure they choose necessitates flexibility; there is no one-size-fits-all approach.

Goal 2: Support shared prosperity by enhancing economic opportunities, in partnership with First Nations

Ongoing legacies of colonization, residential schools and systemic racism continue to impact the economic well-being of First Nations today, with disproportionately higher rates of homelessness, unemployment, and risk of violence. At the same time, some community members are increasingly achieving high levels of education and training and are seeking opportunities to advance in their careers or to engage in meaningful and rewarding work that aligns with or supports them to fulfill cultural interests and obligations in their communities.

First Nations have stressed the importance of measures to support employment for their members, procurement from Indigenous businesses, and additional opportunities for resource sharing, partnership agreements or other opportunities for shared prosperity.





Goal 3: Uphold and respect First Nation rights, responsibilities and relationship with lands and waters

First Nations have an integral relationship with the lands and waters in their territories, and repeatedly express the importance of conservation and protection of heritage sites, ecosystems, and fish and wildlife habitat, as well as restoring shellfish harvesting, enhancing food security, and increasing involvement in decision-making about lands and waters in a way that respects their rights, responsibilities and ongoing relationship with the lands and waters.

The ability of First Nations and their members to access land has been drastically reduced through colonization, including CRD operations. First Nations urgently seek land back and greater access to and use of land for a variety of purposes including housing, harvesting, cultural use, and economic opportunities.

Goal 4: Foster cultural safety by increasing visibility and awareness of First Nations across the CRD region, and enhancing Indigenous inclusion in CRD programming

First Nations have expressed the goal of increased visibility so that residents and visitors know whose territory they are in. Others have explained how cultural safety for their members is supported by the presence of First Nations art, signage and language, whether that be in a park, housing facility or on a worksite. Cultural safety and respectful relationship-building can also be supported by continuing to educate ourselves and to approach the relationship with humility and openness for ongoing learning.

Implementation

This Plan provides direction for how the CRD can further advance reconciliation and take tangible action over the next 10 years.

The table of action items [Appendix B] provides an estimated timeframe for when the action will advance (i.e. in the short, medium or longer-term). The table also indicates what is ongoing, what is new or something that can be expanded more broadly, and what is already funded. Items and activities not yet funded will be brought forward by the relevant divisions as part of their annual service planning, the process by which the CRD budget is developed for Board consideration and approval each year.

Accountability & Commitment to Learning

Annual progress reports will be made public to share updates, successes and impacts, describe learnings, identify where more progress is needed, and outline any new or refined priorities that have emerged in collaboration with First Nations.

To cultivate a culture of learning within the CRD, internal progress reporting will encourage CRD divisions to not just report out the successes but also to reflect on where and why there are any setbacks or changes to priorities. This process will inform the public progress reports as well as encouraging responsibility for reconciliation across all departments.

This Plan is a living document, to be updated after ten years and remaining responsive to feedback provided from First Nations, changing community priorities, and the CRD's organizational realities.



“

As Saltwater People, our way of life—our ŠXENÁNS in our SENĆOŦEN language—is inseparable from the Salish Sea and from STÁUTW territory, where our ancestors have lived since time immemorial. We do not own the land; we belong to the land, and we hold a sacred, inherent obligation: QEN'T—to care for, protect, and look after our lands, waters, and all our relatives. This responsibility is rooted in our own laws, our creation stories, and our enduring relationship with every living being, including our salmon relatives, whose names in our language reflect kinship and family. We have never ceased to exist, nor have we surrendered our lands, our rights, or our responsibilities. Today, as our ancestors have always done, we continue to uphold these obligations for future generations and to restore the original names of our places, affirming the living presence of STÁUTW and the enduring connection between our People and our territory.

”

STÁUTW (TSAWOUT) FIRST NATION

Appendix A | CRD Overview

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving over 464,000 people. The CRD operates on the territories of many First Nations, where 11 of these Nations hold reserve lands.

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models. These include the regional water supply, solid waste, wastewater treatment, regional parks, housing, 911 call answer and recreation facilities.

The CRD has more than 200 services, infrastructure and financing agreements with municipalities, electoral areas and First Nations to deliver services in the following categories:

- **regional**, where all municipalities and electoral areas are served
- **sub-regional**, where two or more jurisdictions are served
- **local**, in the electoral areas where the CRD is the local government
- CRD services provided to First Nation communities include water, wastewater, solid waste, animal care, fire protection and emergency management.

In addition, the CRD:

- Owns the Capital Region Housing Corporation, a non-profit that provides affordable rental homes throughout the region, serving over 4,000 tenants in over 50 buildings across eight municipalities
- Administers the Capital Regional Hospital District (CRHD) which invests in health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment
- Works collaboratively with First Nations and other orders of government and connects directly with individuals, businesses, organizations, institutions and communities to continually adapt and improve our services to meet community needs

The CRD operates under the provincial Local Government Act and Community Charter, and is subject to all other provincial legislation such as the Heritage Conservation Act and the Declaration on the Rights of Indigenous Peoples Act.

The CRD is governed by a 24-member Board of Directors, supported by more than 75 committees and commissions. The Board is composed of one or more elected official from each of the local governments within the CRD's boundaries. The directors also serve as the Capital Regional Hospital District Board and the Capital Region Housing Corporation Board.



Appendix B | CRD Reconciliation Action Plan Actions

Indigenous Self-Determination and Relationship Building

**Goal 1:** Recognize and respect Indigenous self-determination through more inclusive governance and meaningful government-to-government relationship-building

Legend
In Financial Plan

Status

Yes

Partial

No

New

Ongoing

Expand

Initiative		Status	Lead Division(s)	Support Division(s)	Timeline
1.1 Strengthen relationships with First Nations at leadership and operational level					
1.1.1 Maintain government-to-government relationships through Memorandums of Understanding (MOUs) and Protocol Agreements with First Nations having communities and/or reserve lands within the region, with regular leadership meetings, staff-level meetings, and collaboration on priority topics			FNR		Ongoing
1.1.2 Strengthen open channels of communication with additional First Nations having territory in the region			FNR		Ongoing
1.1.3 Organize opportunities for local government elected leadership to learn from and build relationships with First Nations leadership through forums, gatherings, presentations and tours			FNR	Various	Ongoing
1.1.4 Support the participation of First Nations at the CRD Board, where enabled through the modern treaty process or changes to provincial legislation			FNR	Leg S	As enabled
1.1.5 Participate in the treaty process and Recognition of Indigenous Rights and Self-Determination tables			FNR		Ongoing
1.2 Enhance CRD decision-making processes and governance to be more inclusive of First Nation governments					
1.2.1 Advocate for, and work with the Province of B.C. on their inclusive governance initiative to increase First Nations involvement in regional district decision-making			FNR	Leg S, ExS	Ongoing
1.2.2 Inform First Nations of existing opportunities to participate in CRD standing committees and other decision-making tables			FNR	Leg S, ExS	Ongoing
1.2.3 Where First Nations participate in local service committees and commissions, enhance inclusion by being responsive to feedback about barriers to participation			Leg S	Legal, FNR, PS, JDF, SGI, IWS, SSI	Ongoing

Initiative	Status	Lead Division(s)	Support Division(s)	Timeline
1.2.4 Jointly advocate with First Nations for the Province of B.C. to enable First Nations participation on the Regional Water Supply Commission and explore options to enhance First Nations participation in decision-making in the Regional Water Supply		Leg S, IWS	FNR	Short-term
1.2.5 Notify First Nations when regional strategic plans and master plans are being developed, invite early input and incorporate feedback into the plan development, within existing planning frameworks.		Various	FNR	Ongoing
1.2.6 On specific topics of interest, explore opportunities for new ways to involve First Nations in decision-making, beyond existing structures		FNR	Various	Ongoing
1.3 Develop and strengthen processes to support relationship-building and First Nations involvement				
1.3.1 Advocate to the Province to support Nation-to-Nation discussions in order to strengthen Indigenous-led guidance for how to approach engagement in shared territory, for example advancing BC's Declaration Act Action Plan item 1.1.		FNR		Ongoing
1.3.2 Provide guidance for internal teams to support appropriate and informed First Nations engagement and consultation practices, including guidance around capacity funding		FNR	Legal	Short-term
1.3.3 Update project planning templates and processes to consider First Nations interests and engagement early in project design		CCPDS, Various	FNR	Short-term
1.3.4 Prepare staff guidance on managing First Nations data respectfully and inventory records held		IS	All	Short-term
1.3.5 Meet quarterly with BC Ministry of Indigenous Relations & Reconciliation (MIRR) and BC Ministry of Housing & Municipal Affairs (HMA) staff to share learnings, advocate, and collaborate on areas of mutual interest		FNR		Ongoing

“

Care for future generations
(le'lumut tthu mustimuhw 'ukw' 'uw' yath / ɪɪ,tw̥ ʔsu meq stɛlitkɛl su,i, ená e)

”

MÁLEXEŁ (MALAHAT) NATION

Shared Prosperity



Goal 2: Support shared prosperity by enhancing economic opportunities, in partnership with First Nations

Legend

In Financial Plan

Status



Yes



Partial



No



New



Ongoing



Expand

Initiative	Status	Lead Division(s)	Support Division(s)	Timeline
2.1. Provide fair and equitable services to First Nations through renewed and updated service agreements				
2.1.1 Negotiate new or revised service agreements for bulk water, wastewater, solid waste, emergency response, animal control, fire protection and other services, where applicable	Expand	IWS, PS, JDF, ERMI	FNR, Legal	Ongoing
2.2 Explore and enhance procurement and other economic opportunities with First Nations				
2.2.1 Produce clear guidance to support expanded procurement from Indigenous businesses and increase staff awareness and skills related to identifying Indigenous businesses and expanding opportunities for Indigenous procurement	New	FS	Legal	Short-term
2.2.2 Update procurement templates to identify economic development as a reconciliation priority to encourage procurement from Indigenous vendors	New	FS	Legal, FNR	Short-term
2.2.3 Collaborate with partners to maintain and update the South Island Indigenous Business Directory, and promote its use	Ongoing	FNR		Short-term
2.2.4 Identify and track CRD procurement from Indigenous businesses	New	FS	FNR	Long-term
2.2.5 Identify opportunities for information sharing or workshops for Indigenous businesses to share information about the CRD's services and procurement process	New	FS, IPE	Various, FNR	Short-term
2.2.6 Develop a framework to guide considerations for support agreements, where appropriate and as identified through consultation, in relation to new major infrastructure projects	New	FNR, Legal	IWS, ERMI	Medium-term
2.2.7 Support and/or leverage grant funding to support partnerships with First Nations, in areas of mutual interest	Expand	Various	FNR	Medium-term

Initiative	Status	Lead Division(s)	Support Division(s)	Timeline
2.3. Increase Indigenous employment and training opportunities				
2.3.1 Explore opportunities with the CRD unions to collaborate on employment-related reconciliation objectives	Expand	PSC	FNR	Short-term
2.3.2 Through employee engagement mechanisms, offer opportunities for voluntary self-identification of Indigenous employees	Ongoing	PSC	FNR	Ongoing
2.3.3 Further relationships with First Nation communities related to CRD employment through connecting with employment coordinators and participating in career fairs	New	PSC	Various	Short-term
2.3.4 Revise job postings as opportunities arise to attract Indigenous applicants	Ongoing	PSC	FNR	Ongoing
2.3.5 Develop hiring guidelines for managers on how to reduce barriers for Indigenous applicants	New	PSC	FNR	Short-term
2.3.6 Apply an Indigenous cultural lens to CRD employment policies, such as reviewing the CRD's Respectful Workplace Policy; Broadening the definition of 'family' for bereavement leave; Updating leave provisions for political participation to include leaves of absence for Indigenous governance	New	PSC	FNR	Short-term
2.3.7 Develop guidance and processes to support preferential hiring of Indigenous employees	New	PSC	FNR	Medium-term
2.3.8 Provide support for CRD divisions related to Indigenous employment as opportunities emerge	Expand	PSC	Various	Ongoing
2.3.9 Explore opportunities to collaborate with partners to create and deliver Indigenous youth education and engagement programming to increase awareness and 'plant the seeds' about career paths	New	FNR	PSC	Medium-term
2.3.10 Develop onboarding processes that connect Indigenous employees to available supports	New	PSC	FNR / Various	Long-term
2.3.11 Extend CRD funded training and education opportunities to First Nations, where possible and of interest to First Nations	Expand	Various	FNR	Ongoing
2.3.12 Explore changes to asset disposal policies to allow for discounted/donated or right of first refusal for surplus assets to First Nations	New	FS, CAMM	TDT	Medium-term

Relationship with Lands and Waters

 **Goal 3:** Uphold and respect First Nation rights, responsibilities and relationships with the lands and waters

Legend

In Financial Plan

Yes

Partial

No

Status

★

New

➤

Ongoing

⏏

Expand

Initiative		Status	Lead Division(s)	Support Division(s)	Timeline
3.1 Enhance CRD commitments to archaeology and cultural heritage conservation					
3.1.1 Lead the CRD's involvement in the feedback and adoption phases related to changes to the Heritage Conservation Act (HCA), as they arise	Yes	★	FNR	Various	As enabled
3.1.2 Provide technical support and guidance to CRD project teams regarding archaeology and cultural heritage conservation throughout the CRD	Yes	➤	FNR	Various	Ongoing
3.1.3 Collaborate with First Nations on mitigation of impacts and involvement of First Nation field representatives during project delivery in areas of high archaeological risk	Partial	➤	FNR	Various	Ongoing
3.2 Explore how the CRD can support First Nations access to land and land back efforts					
3.2.1 Update the Regional Parks Land Acquisition Strategy to incorporate feedback from First Nations	Yes	➤	RP	FNR	Short-term
3.2.2 Continue to engage with First Nations when acquiring land for community parks	Partial	➤	JDF, SSI, SGI	FNR, REFM	Ongoing
3.2.3 Develop a framework for offering right of first refusal to First Nations when disposing of surplus land	Yes	★	REFM	Legal, FNR	Short-term
3.2.4 Explore opportunities to support First Nations access to land, e.g. lease arrangements, partnerships	Partial	★	FNR, REFM	Various	Ongoing
3.2.5 Develop an organization-wide land acquisition strategy that considers First Nations interests while addressing factors such as land donations from the public and timeliness of response on specific parcels.	Partial	★	REFM	RH, HCP, FNR	Long-term

Initiative		Status	Lead Division(s)	Support Division(s)	Timeline
3.3. Enhance First Nations involvement in land- and water-based initiatives and services					
3.3.1 In alignment with the Emergency and Disaster Management Act (EDMA) requirements, collaborate with First Nations on emergency and disaster management plans, including emergency recovery plans, and a post-disaster needs assessment	Partial	★	PS	FNR	Ongoing
3.3.2 Collaborate with First Nations on updating or developing Regional Park management plans or traditional use and access agreements and continue to explore possible approaches to support co-management within existing Regional Park authority on matters that do not require Board approval	Partial	➤	RP	FNR	Ongoing
3.3.3 Expand collaboration on environmental protection initiatives (e.g. harbours, stormwater, and invasive species) through data sharing, partnering with Guardians, or other mechanisms for involvement	Partial	⏏	EPRO	FNR	Ongoing
3.3.4 Engage with First Nations on community parks planning and management	Partial	⏏	JDF, SSI, SGI	FNR	Ongoing
3.3.5 Where possible, explore opportunities for co-management in community parks	Partial	★	JDF, SSI, SGI	FNR	Long-term
3.3.6 Work with First Nations on regional transportation and growth planning initiatives	Partial	➤	RP&T	FNR	Ongoing
3.3.7 Engage First Nations in the development of updates to Liquid Waste Management Plans	Partial	★	EPRO, IWS	FNR	Short-term
3.3.8 When doing public outreach and education, consider opportunities to incorporate Indigenous perspectives into materials, and explore opportunities to offer outreach and education to First Nation communities	Partial	★	ERMI, EPRO, RP&T, RP, WP	CCE	Medium-term
3.3.9 Engage First Nations on land use planning, development applications and Official Community Plan/Local Area Plan updates	Partial	➤	JDF	FNR	Ongoing
3.3.10 Where possible, expand opportunities for First Nations to access the Regional Water Supply watershed lands for cultural and ceremonial use, such as food and medicine harvesting.	Yes	⏏	WP	FNR	Short-term
3.3.11 Expand opportunities for First Nations involvement in stewardship of watershed lands.	Yes	★	WP	FNR	Short-term
3.3.12 Share culturally valuable resources where available and explore additional opportunities (e.g. logs, eagles, gravel, single-tree selection opportunities for carving)	Yes	➤	FNR	WP, ERMI, RP	Ongoing
3.3.13 Update Community Cleanup and Rethink Waste grants to improve accessibility for First Nation applicants	Yes	★	ERMI	FNR	Short-term

Cultural Safety and Inclusion

**Goal 4:** Foster cultural safety by increasing visibility and awareness of First Nations across the CRD region, and enhancing Indigenous inclusion in CRD programming

Legend

In Financial Plan

Yes

Partial

No

Status

New

Ongoing

Expand

Initiative	Status	Lead Division(s)	Support Division(s)	Timeline
4.1 Increase visibility of First Nations in the region through art, signage, naming, language, events and public communications				
4.1.1 Develop and implement a First Nations naming policy/guideline to apply to land-based and infrastructure initiatives		CCE	FNR	Short-term
4.1.2 Identify and implement opportunities for naming or renaming parks, housing or infrastructure initiatives, where possible and where resources are available		RP, RH, IWS, SSI, JDF, SGI, HCP	FNR, CCE	Ongoing
4.1.3 Develop internal guidance for commissioning Indigenous art		A	FNR, CCE	Short-term
4.1.4 Identify select opportunities to advance Indigenous art, where possible and there are resources to do so		RP&T, RP, ERMI, Leg S, SSI, JDF, SGI, CCPDS, Panorama, SEAPARC, HCP, RH	CCE, FNR	Short-term
4.1.5 Develop internal guidance for the First Nations engagement and approval process for Indigenous interpretive signage		FNR	CCE	Short-term
4.1.6 Identify select opportunities to advance Indigenous interpretive signage and include First Nations language, in partnership with First Nations and where there are resources to do so		RP, RP&T, CCPDS, ERMI, SSI, JDF, SGI	FNR, CCE	Ongoing
4.1.7 Advance reconciliation through public communications that uphold cultural safety, reflect First Nations priorities, and foster opportunities for shared storytelling		CCE	FNR	Ongoing
4.1.8 Update internal resources for staff to support respectful and culturally informed communications with First Nations		CCE	FNR	Short-term
4.1.9 In partnership with First Nations and where requested, celebrate Indigenous youth athletes and cultural activities at recreation facilities to foster visibility and inclusion		Panorama, SEAPARC	FNR	Short-term

Initiative	Status	Lead Division(s)	Support Division(s)	Timeline
4.2 Support respectful relationship-building through training and education for CRD Board Directors, Commissioners, staff and contractors				
4.2.1 Continue and expand training and education opportunities for Board directors, including Indigenous-led cultural perspectives training and other opportunities for training, presentations, tours and gatherings		FNR	Leg S	Ongoing
4.2.2 Deliver a regular program of cultural perspectives and archaeological awareness training for Gulf Islands Commissioners, staff and contractors		FNR	SGI, SSI	Short-term
4.2.3 Continue and expand Indigenous-led training and education opportunities for staff		FNR, PSC		Ongoing
4.2.4 Support cultural safety by delivering focused training for CRD staff and contractors, including regional parks and projects involving First Nations representatives in the field.		RP, Various	FNR	Short-term
4.2.5 Through training sessions, build awareness and education across CRD to increase competency and confidence amongst staff related to project planning, risk assessment, archaeology, First Nations consultation and engagement, data management, staff reports and communications		FNR	PSC	Ongoing
4.2.6 Establish an internal Community of Practice to support staff as they champion and lead reconciliation efforts in their work		FNR	Various	Medium-term
4.3 Incorporate Indigenous needs and priorities in the development of CRD programs				
4.3.1 As requested by First Nations, collaborate to identify ways to increase First Nations participation in recreation programs and services, including in-community service provision and youth-specific programming		Panorama, SEAPARC	FNR	Ongoing
4.3.2 Explore opportunities to support Indigenous food security through the Regional Foodlands Access Service		RP&T		Long-term
4.3.3 Continue to encourage and support Indigenous participation on the Arts Advisory Council and, as applicable, consult Indigenous artists as part of grant adjudication and strategic planning for arts granting services		A		Ongoing
4.3.4 Continue to explore and seek to understand First Nations needs and desires related to housing to inform related strategies and initiatives, and support advocating to other levels of government in taking action to support FN housing needs		RH	FNR	Ongoing
4.3.5 Assist First Nations to access existing recreation subsidy programs, where appropriate		Panorama, SEAPARC		Ongoing

Legend - Capital Regional District (CRD) Divisions

Acronym	Division
A	Arts
CAMM	Corporate Asset & Maintenance Management
CCE	Corporate Communications & Engagement
CCPDS	Corporate Capital Project Delivery Services
ERMI	Environmental Resource Management & Innovation
EPRO	Environmental Protection
ExS	Executive Services
FNR	First Nations Relations
FS	Financial Services
HCP	Health & Capital Planning
IPE	Infrastructure Planning & Engineering
IS	Privacy & Information Services
IWS	Infrastructure & Water Services
JDF	Juan de Fuca Administration

TIMELINE	
Short-term	1-3 years
Medium-term	4-6 years
Long-term	7-10 years
Ongoing	as opportunities arise
As enabled	by other governments

Acronym	Division
Legal	Legal Services
Leg S	Legislative Services
Panorama	Panorama Recreation
PS	Protective Services
PSC	People, Safety & Culture
REFM	Real Estate & Facilities Management
RH	Regional Housing
RP	Regional Parks
RP&T	Regional Planning & Transportation
SEAPARC	SEAPARC Recreation
SGI	Southern Gulf Islands Administration
SSI	Salt Spring Island Administration
TDT	Technology and Digital Transformation
WP	Watershed Protection

Legend	
In Financial Plan	Status
Yes Partial No	New Ongoing Expand

Appendix C | Community Websites

Nations with Reserve Lands in the Region

	NATION	WEBSITE
	BOKÉĆEN (Pauquachin) First Nation	HTTPS://WWW.PAUQUACHIN.CA/
	MÁLEXEŁ (Malahat) Nation	HTTPS://MALAHATNATION.COM/
	PAA?ČIID?ATX (Pacheedaht) First Nation	HTTPS://WWW.PACHEEDAHT.CA/
	Penelakut Tribe	HTTPS://PENELAKUT.CA/

	NATION	WEBSITE
	SC'IANEW (Beecher Bay) First Nation	HTTPS://SCIANEW.COM/
	Songhees Nation	HTTPS://WWW.SONGHEESNATION.CA/
	ST'ÁUTW (T sawout) First Nation	HTTPS://STAUTW.CA/
	T'Sou-ke Nation	HTTPS://TSOUKENATION.COM/

	NATION	WEBSITE
	W̱JOLƏLP (Tsartlip) First Nation	HTTPS://TSARTLIP.COM/
	W̱SIKEM (Tseycum) First Nation	HTTPS://WSIKEM.CA/
	x̱sepsəm (Esquimalt) Nation	HTTPS://ESQUIMALTNATION.CA/

Nations with Territory in the Region whose Reserve Lands or Treaty Lands are Outside the Region

NATION	WEBSITE
	Cowichan Tribes HTTPS://COWICHANTRIBES.COM/
	Halalt First Nation HTTPS://HALALT.ORG/
	Lyackson First Nation HTTPS://LYACKSON.BC.CA/
	scə́waθən məsteyəxʷ (Tsawwassen) First Nation HTTPS://TSAWWASSENFIRSTNATION.COM/

NATION	WEBSITE
	Semiahmoo First Nation HTTPS://WWW.SEMIAHMOOFIRSTNATION.CA/
	Snuneymuxw First Nation HTTPS://WWW.SNUNEYMUXW.CA/
	Stz'uminus First Nation HTTPS://WWW.STZUMINUS.COM/
	Ts'uubaa-asatx Nation HTTPS://WWW.TSUUBAAASATX-ECDEV.CA/

“šxʷkʷecxənəm means lookout, steward of the land, guardian on foot. šxʷkʷecxənəm requires a fully realized reciprocal relationship between community members, the land and sea, and the human and non-human inhabitants. This relationship is brought to life through: decision making; listening, monitoring, and building understanding of the current state of the territory; caring for the territory and preparing for anticipated changes; maintaining our strong values and identity as stewards of our cherished places and resources; and harvesting food and medicines.”

scə́waθən məsteyəxʷ (TSAWWASSEN) FIRST NATION



Spring Salmon Place Campground, Sooke Potholes Regional Park



www.crd.ca

Capital Regional District
625 Fisgard Street
Victoria, BC V8W 2S6

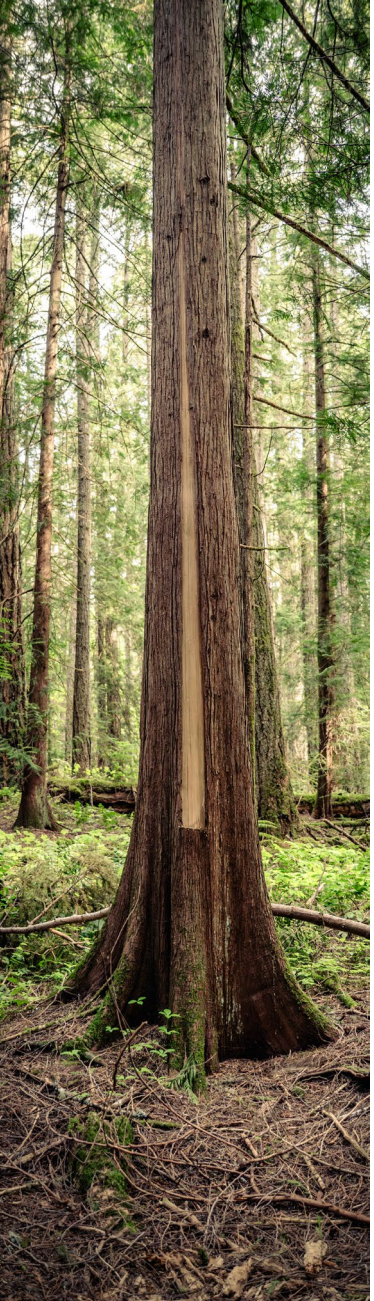
Tel: 250.360.3000
Instagram: @crd_bc
Facebook: Capital Regional District



CRD's Reconciliation Action Plan

CRD Board
September 9, 2026





Presentation Outline

- Purpose & Intent of a Reconciliation Action Plan (Plan)
- Background Context
- CRD Reconciliation Journey
- Process to Develop the Plan
- Guiding Principles
- Goals & Sub-Goals
- Action Items
- Other Components of the Plan
- Next Steps



Reconciliation Action Plan

Purpose & Intent

Outline the CRD's ongoing, upcoming and recommended future initiatives to advance reconciliation over the next 10 years

Embed reconciliation principles and initiatives at both the strategic and operational levels, across CRD operations

Serve as a guiding document to help operationalize and deliver on Board priorities related to First Nations relations and CRD commitments outlined in government-to-government MOUs and Protocol Agreements

Establish a process for transparent reporting on reconciliation initiatives from across CRD Divisions

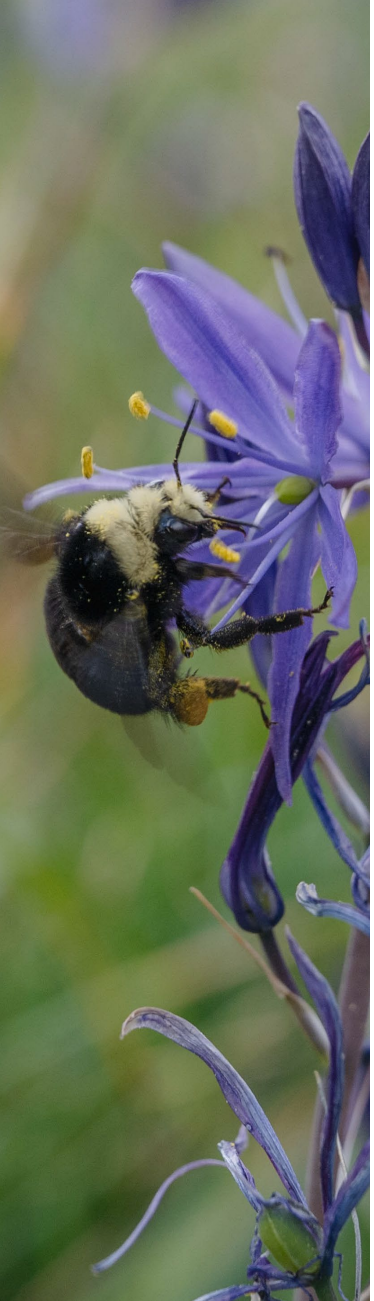


Background Context

- CRD First Nations Relations Task Force Final Report
- CRD Statement of Reconciliation
- CRD Corporate Plan and Board priorities
- Government-to-Government MOUs and Protocol Agreements
- CRD commitments in existing strategic plans related to First Nations relations
- Ongoing collaborations with First Nations across multiple areas of CRD service delivery

Select CRD Reconciliation Initiatives Over the Past 10 Years





Process to develop the Plan

- September 2025 – January 2026
 - Phase 1 First Nations engagement (input on key components, guiding principles, other priorities for inclusion)
 - Drew from previous First Nations feedback received through government-to-government relationship building, strategic planning and project engagement
 - Engagement with all CRD Divisions
- February 2026
 - Draft Plan approved by Board
- February – July 2026
 - Phase 2 First Nations engagement (feedback on draft Plan)
 - Engagement with CRD Executive Leadership



First Nations Engagement: What We Heard

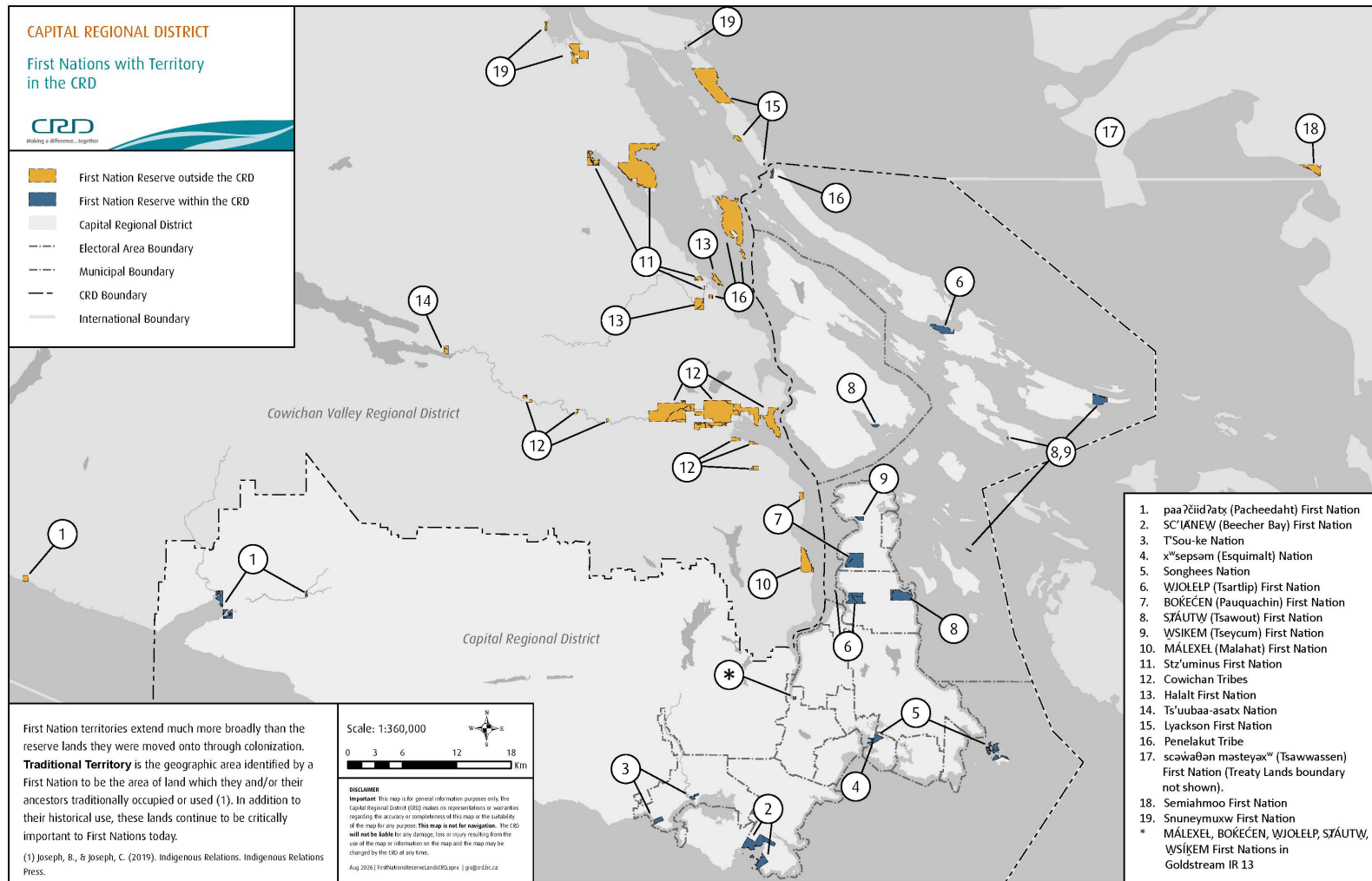
- Feedback provided by 12 First Nations in Phase 1 and 11 First Nations in Phase 2
- Informed the guiding principles, goals, sub-goals, action items and the inclusion of quotes and teachings
- Specific feedback on draft Plan included:
 - How the Plan relates to government-to-government MOUs and Protocol Agreements, and concern that Nation-specific priorities remain a focus
 - Co-management of parks, and land back
 - Involvement in decision-making in new ways, beyond existing structures
 - Commitments to UNDRIP, Declaration Act, FPIC and Douglas Treaties
 - Requests for a new approach to areas of shared territory
 - Timeline, capacity, prioritization



Guiding Principles for Reconciliation

- Honouring our Government-to-Government Relationships
- Honouring Reconciliation
- Honouring the Lands & Waters

First Nations with territories in the Capital Region





Goals

1. Indigenous Self-Determination and Relationship Building
2. Shared Prosperity
3. Relationships with Lands and Waters
4. Cultural Safety and Inclusion



Action Items (Appendix B)

Excerpt from page 36 of Plan

Cultural Safety and Inclusion

 **Goal 4:** Foster cultural safety by increasing visibility and awareness of First Nations across the CRD region, and enhancing Indigenous inclusion in CRD programming

Legend
In Financial Plan

 Yes  Partial  No

Status

 New  Ongoing  Expand

Initiative	Status	Lead Division(s)	Support Division(s)	Timeline
4.1 Increase visibility of First Nations in the region through art, signage, naming, language, events and public communications				
4.1.1 Develop and implement a First Nations naming policy/guideline to apply to land-based and infrastructure initiatives		CCE	FNR	Short-term
4.1.2 Identify and implement opportunities for naming or renaming parks, housing or infrastructure initiatives, where possible and where resources are available		RP, RH, IWS, SSI, JDE, SGI, HCP	FNR, CCE	Ongoing
4.1.3 Develop internal guidance for commissioning Indigenous art		A	FNR, CCE	Short-term
4.1.4 Identify select opportunities to advance Indigenous art, where possible and there are resources to do so		RP&T, RP, ERMI, Leg S, SSI, JDE, SGI, CCPDS, Panorama, SEAPARC, HCP, RH	CCE, FNR	Short-term
4.1.5 Develop internal guidance for the First Nations engagement and approval process for Indigenous interpretive signage		FNR	CCE	Short-term
4.1.6 Identify select opportunities to advance Indigenous interpretive signage and include First Nations language, in partnership with First Nations and where there are resources to do so		RP, RP&T, CCPDS, ERMI, SSI, JDE, SGI	FNR, CCE	Ongoing
4.1.7 Advance reconciliation through public communications that uphold cultural safety, reflect First Nations priorities, and foster opportunities for shared storytelling		CCE	FNR	Ongoing
4.1.8 Update internal resources for staff to support respectful and culturally informed communications with First Nations		CCE	FNR	Short-term
4.1.9 In partnership with First Nations and where requested, celebrate Indigenous youth athletes and cultural activities at recreation facilities to foster visibility and inclusion		Panorama, SEAPARC	FNR	Short-term



Other Plan Components

- First Nation quotes
- Indigenous artwork
- Message from Board Chair and CAO
- Accountability & Commitment to Learning
- CRD Overview
- First Nation Websites



Next Steps

- Board direction
- Share final Plan with 19 First Nations and post to public website
- Implementation of ongoing, expanded or new initiatives that can be absorbed within existing financial plans
- Any new resourcing requests brought forward for Board consideration as part of annual service planning, subject to operational requirements and budget availability
- Annual reporting



**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT **Draft 2026 Regional Housing Affordability Strategy**

ISSUE SUMMARY

To seek Capital Regional District (CRD) Board endorsement of the draft 2026 Regional Housing Affordability Strategy (RHAS) and direct staff to include consideration of identified actions in the 2027-2030 CRD Board prioritization and corporate planning processes.

BACKGROUND

The CRD has been working to address housing affordability for more than 50 years starting with Land Banking and Housing (LBH) powers granted through Supplementary Letters Patent, Division XII in 1974, the creation of the Capital Region Housing Corporation (CRHC) in 1982 and, more recently, the establishment of the Regional Housing Trust Fund (RHTF) in 2005.

In 2001, with the intent of better aligning and advancing housing policy efforts, supporting various affordability initiatives, and helping regional housing partners move projects forward, the CRD approved its first RHAS, which was then updated in 2007. This work led to supporting the creation of organizations like the Alliance to End Homelessness in the Capital Region and the Aboriginal Coalition to End Homelessness, the designation of the CRD as the Community Entity under the Government of Canada's Reaching Home Program, and the creation of the Regional Housing First Program (RHFP). The RHAS was updated again in 2018 and reflected the CRD's growing capacity in housing and homelessness efforts while also incorporating shifts in market conditions, demographic trends, and intergovernmental policy.

The 2018 RHAS articulated region-wide objectives through five distinct goals:

1. Build the right supply of housing across the spectrum
2. Sustain a shared regional response to existing and emerging housing demand
3. Protect and maintain existing non-market and market rental housing stock
4. Develop and operationalize a regionally coordinated housing and homelessness response
5. Create community understanding and support for affordable housing developments

Under the 2018 RHAS, the CRD achieved considerable impact such as the delivery of approximately 1,500 total new homes through the RHFP, the administration of \$55.5 million (M) through various federal programs, and the authorization to borrow up to \$85M to support potential partnership opportunities to increase the supply of affordable housing. A summary of accomplishments under the 2018 RHAS is attached as Appendix A.

In recent years, the capital region's housing market, demographic and development trends, intergovernmental policy and legislation, and the funding landscape have evolved considerably. These external factors alongside the planned sunset of the RHFP and RHTF necessitated an exploration of opportunities to sustain momentum in continuing to address housing needs.

The draft 2026 RHAS is included as Appendix B, and seeks to establish priority areas and related actions that leverage existing capacity while building on past successes. The update to the RHAS is designed to highlight actions that provide ongoing opportunities to increase impact, clarify the CRD's role, mobilize and focus advocacy, and align resources and activities in working toward a region where residents have access to affordable housing that enhances livability.

ALTERNATIVES

Alternative 1

1. That the 2026 Regional Housing Affordability Strategy, attached as Appendix B, be approved;
2. That staff be directed to include the actions contained in the 2026 Regional Housing Affordability Strategy in the 2027-2030 Board prioritization and corporate planning processes for consideration; and
3. That staff be authorized to engage other orders of government to explore partnership opportunities to support renewal and development of non-market housing and rural and remote housing needs.

Alternative 2

That this report be referred to staff for additional information based on Capital Regional District Board direction.

IMPLICATIONS

Engagement Implications

Through 2025 and 2026 CitySpaces and CRD staff undertook several engagement initiatives that included local governments, non-profit service providers, First Nations, and people with lived experience of homelessness. Additionally, a Regional Housing Affordability Survey was distributed to local governments and various service organizations. The 2026 RHAS was also informed through workshops that included the CRD's Development Planning Advisory Committee, which consists of staff representatives from various CRD member municipalities, development and business sector representatives, and Salt Spring Island housing providers.

Service Delivery Implications

Using the Housing Needs Report (HNR) Method, introduced by the provincial government in 2023, the total unmet housing need in the capital region is estimated to be between 6,175 and 10,800 non-market homes by 2031. Extrapolating this data and expanding the time horizon to 2041, the estimated unmet need for non-market homes is likely to increase to between 14,625 to 24,100. This range represents the total estimated unmet need of non-market homes by 2041 across the capital region and is based on the 2021 census data. Unmet need considers the number of non-market rental homes completed by 2025 and those approved as of 2026. As new census data becomes available, the calculation of unmet need will continue to be updated to ensure the estimates are as accurate as possible for the capital region using the HNR Method.

The CRD is not equipped to address the total estimated unmet need without considerable support and partnership from other orders of government. To strategically position the CRD in the coming years with the intent of maximizing impact while continuing work toward managing upward cost pressures and requisition increases, the 2026 RHAS identifies three priority areas:

1. **Facilitate the renewal and development of non-market rental housing.** Includes the CRD working to access additional funding from other orders of government while also looking to facilitate and explore various forms of partnership. This includes a proposed allocation of up to \$80M in support of CRHC 2045: “A Path to 5,000”.
2. **Advance a coordinated regional response to homelessness.** Through the Reaching Home Program, includes the CRD promoting regional alignment and resourcing for supportive housing and sheltering while also looking to facilitate coordination and enhancing regional data systems.
3. **Support rural and remote housing solutions.** Includes exploring opportunities to leverage funding, enhance alignment, and continue advancing existing efforts such as the Rural Housing Program (RHP) pilot project. This includes a proposed allocation of up to \$5M in support of rural and remote housing needs.

The CRD has limited authority under the LBH Service, the RHTF Service, or the Community Health Service to significantly alter its current service scope or mandate. For this reason, the 2026 RHAS is focused on targeted actions within the CRD’s existing authority. Any additional work may require amending existing or establishing new service authorities as well as additional staffing capacity and resources.

Financial Implications

Subject to Board direction, staff will advance the various action items contained in the 2026 RHAS into the 2027-2030 Board prioritization and corporate planning processes for consideration. This process will allow any staffing and/or financial implications to be assessed and quantified, which will help inform the CRD’s service planning process and possible future budget consideration.

The most significant financial implication associated with the 2026 RHAS is related to any borrowing that may take place under the CRD Bylaw No. 4552 “A Bylaw to Authorize the Borrowing of Eighty-Five Million for Future Housing Partnerships”. It is important to note that the current CRD requisition forecast does not include any assumption for future borrowing under Bylaw No. 4552. Staff estimate the annual requisition impact to support \$85M in borrowing is \$5.9M per year, based on the current Municipal Finance Authority rate of 4.98% over a 30-year term. Next steps include engagement with other orders of government, project or partnership identification, and cost modelling. Any borrowing and the commensurate debt servicing costs would be subject to CRD Board approval. It is also important to note that Bylaw No. 4552 sets a maximum requisition amount at the greater of \$11.5M per year or \$0.062 per \$1,000 of assessed value. Under LBH, the CRD has sufficient capacity to debt service the authorized \$85M in borrowing as well as possible future needs. Any additional borrowing authority under LBH would need to be authorized by bylaw and advanced in accordance with all legislative requirements.

Legislative Implications

Bylaw No. 4552 was adopted by the CRD Board on February 14, 2024, and is valid for five years from the date of adoption. Any borrowing capacity not used by February 14, 2029, will expire and would no longer be available. If additional time is required to provide for partnership development and project identification, staff will work to advance a temporary borrowing bylaw under Bylaw No. 4552 in Q4 2028 to ensure the borrowing capacity of \$85M remains available in support of renewal and development of non-market housing and rural and remote housing solutions.

Mandate Alignment

In July 2024, the CRD began work to design and implement a RHP through a pilot project focussed on better meeting the unique housing needs of the Southern Gulf Islands and Salt Spring Island. Then, in December 2025, the CRHC Board began discussions on an ambitious vision over the next 25 years. CRHC 2045: “A Path to 5,000” sets out a framework outlining the potential for the CRHC to build on its current development momentum and do more to provide affordable rental homes for families and individuals in the region. The 2026 RHAS identifies specific actions that work to maintain focus on seeking rural and remote housing solutions while also leveraging the CRD and CRHC. The mandate alignment of the CRD and CRHC leverages CRD borrowing capacity and CRHC land holdings and development expertise to provide the greatest possible incentive to attract other orders of government investment into the capital region. This strategic approach will significantly increase the potential impact of the CRD and CRHC in securing the resources required to advance the largest total number of new affordable rental homes possible.

CONCLUSION

The CRD identified housing affordability as a key strategic priority and continues to accelerate actions to address housing needs. The draft 2026 Regional Housing Affordability Strategy (RHAS) outlines estimated unmet housing need and advances three priority areas to best position the CRD to build on its current momentum and maintain a focus on increasing impact. The projected gaps in housing need identified in the 2026 RHAS emphasizes the necessity for the CRD to work alongside other orders of government to increase the supply of affordable, inclusive housing in the region and advance initiatives such as the allocation of up to \$80M to support CRHC 2045: “A Path to 5,000” and up to \$5M in support of rural and remote housing needs.

RECOMMENDATION

1. That the 2026 Regional Housing Affordability Strategy, attached as Appendix B, be approved;
2. That staff be directed to include the actions contained in the 2026 Regional Housing Affordability Strategy in the 2027-2030 Board prioritization and corporate planning processes for consideration; and
3. That staff be authorized to engage other orders of government to explore partnership opportunities to support renewal and development of non-market housing and rural and remote housing needs.

Submitted by:	Don Elliott, BC, MUP, Senior Manager, Regional Housing
Concurrence:	Michael Barnes, MPP, Acting General Manager, Housing, Planning and Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Key Accomplishments Since 2018

Appendix B: 2026 Regional Housing Affordability Strategy

Presentation: Jada Basi, CitySpaces Re. 2026 Regional Housing Affordability Strategy

Key Accomplishments Since the 2018 Regional Housing Affordability Strategy (RHAS)

2018 Strategy	Accomplishments
1 STRATEGY 1 Build the Right Supply of Housing Across the Spectrum	- Added nearly 1,000 new homes to the region between 2019 and 2026 through the Capital Region Housing Corporation (CRHC), with an additional 1150+ affordable rental homes currently under development. - Supported the development of 1,055 units through the Regional Housing First Program, with an additional 494 units currently under construction and expected to be completed by 2028.
2 STRATEGY 2 Sustain a Shared Regional Response to Existing and Emerging Housing Demand	- Launched the Rural Housing Pilot Project on the Southern Gulf Islands and Salt Spring Island. - Administered approximately \$9.9M of Rapid Housing Initiative funding to support the creation of four below-market developments, including 66 below-market rental homes on Songhees Nation land. - Approved an \$85M new loan authorization to support affordable housing development in the region. - Supported member municipalities with their first housing needs reports in 2020 and with updates to regional context statements in their Official Community Plans.
3 STRATEGY 3 Protect and Maintain Existing Non-Market and Market Rental Housing Stock	- CRHC invested \$3.1M in Routine Capital Improvements in 2025 to replace and repair building components and appliances. - Approved \$2.6M in expenditures in this area in the 2026 CRHC Financial Plan. - Adopted an Acquisition Strategy in 2024 to increase and preserve the supply of affordable rental housing.

2018 Strategy	Accomplishments
4 STRATEGY 4 Develop and Operationalize a Regionally Coordinated Housing and Homelessness Response	- Delivered 366 units of affordable housing at provincial shelter rates through the Regional Housing First Program. - Supported 76 community-based projects that address the needs of individuals experiencing homelessness and housing precarity through Reaching Home. - Administered \$24.4M of Rapid Housing Initiative funding to support the development of 136 supportive homes for vulnerable populations. - Provided ongoing service funding to the Aboriginal Coalition to End Homelessness and the Alliance to End Homelessness in the Capital Region (AEHCR).
5 STRATEGY 5 Create Community Understanding and Support for Affordable Housing Developments	- Published a white paper on Future Housing Priorities and Partnerships (2024), outlining current challenges and opportunities related to addressing housing affordability and homelessness. - Led Point-in-Time Counts in 2018, 2020, 2023 and 2025 to provide the public with data on homelessness across the region. - Funded several research projects by the AEHCR to enhance understanding of homelessness needs and responses, including an informational resource intended to build community understanding of affordable and supportive housing (Creating Homes). - Continued engaging community members on affordable housing developments throughout the region.

2018 Key Performance Measures

The 2018 RHAS outlined five key performance measures (KPMs):

- 1** Number of net new units within the affordability target areas;
- 2** Number of renter households in core housing need;
- 3** Reduction in the number of individuals chronically experiencing homelessness;
- 4** Individuals experience shorter episodes of homelessness; and
- 5** Number of new units built within acceptable proximity to transit routes.

At the time of the 2018 RHAS, these KPMs were selected in an effort to monitor broader regional housing trends. The CRD recognizes that these 2018 KPMs have some limitations – several of the 2018 KPMs are dependent on external factors outside of the CRD’s control, and some rely on data indicators that are not consistently reported. Despite these limitations, the 2018 KPMs still provide valuable context for understanding regional housing affordability trends.

A new monitoring framework has been established for the 2026 Strategy. The new indicators have been selected to align with available datasets and the updated strategies and actions outlined in this document.

Data indicators that relate to each 2018 KPM are highlighted below.

1. Number of net new units within the affordability target areas



- **Overall vacancy rates have improved since the 2018 RHAS**, increasing from 1.2% in 2018 to 3.3% in 2025, the highest rate since 1999.
 - However, vacancies for units renting for \$1,249 and under remain low.
- The CRD has also seen a **steady increase in non-market housing units**, from 11,214 units in 2018 to 15,026 units in 2025.

2. Number of renter households in core housing need



- The share of **households in core housing need decreased** from 14.2% in 2016 to 12.9% in 2021.
- Despite this improvement, **the CRD has not yet met its 10% target**, and many households continue to experience core housing need.

3. Reduction in the number of individuals chronically experiencing homelessness



- The **percentage of Point-in-Time Count respondents experiencing chronic homelessness has increased** from 67.4% in 2023 to 81.4% in 2025.

4. Individuals experience shorter episodes of homelessness



- **Shelter stays are shortening** – between fiscal year 2023–2024 and fiscal year 2024–2025, stays over two weeks dropped from 66% to 18%.

- According to BC Housing, this trend may be related to the opening of four new shelter programs.¹ in Victoria in 2024–2025 that target individuals coming from encampments – data indicates individuals staying at these shelters are more likely to stay less than two weeks.
- However, **75.6% Point-in-Time Count respondents cited reasons for avoiding shelters**; safety concerns and theft were the most common reasons in 2025, compared with shelter capacity in 2023.
- More research is needed to understand the intersecting factors influencing this trend, as well as its implications for sheltering and support services.

5. Number of new units built within acceptable proximity to transit routes



- The **percentage of new units built within 400 metres of a frequent transit stop² has been declining** over the past decade, from 22% in 2012–2015 to 8% in 2020–2023.
- Transit routes and service levels often change based on variables such as ridership, demand modelling, and budget considerations. The future evolution of transit service in the region will have significant impacts on this metric.

1. Additional beds at existing shelters at 919 Pandora, My Place, Salvation Army – ARC and SOLID shelter converted to HEARTH program in May 2024.

2. The definition of frequent transit network has changed since the 2018 RHAS. These figures are based on the provincial definition of frequent transit network, which only applies to one bus line (Route 95) in the CRD.



2026

Capital Regional District Regional Housing Affordability Strategy

September 2026



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Executive Summary



Executive Summary

First developed in 2001, the *Regional Housing Affordability Strategy* (RHAS) has served as a framework for advancing housing affordability in the capital region for the past 25 years. The Strategy has been updated several times, most recently in 2018, to ensure its continued alignment with evolving housing trends and policies.

Building from previous iterations of the Strategy, this revised RHAS provides a foundation for prioritizing, expanding, and implementing the Capital Regional District's (CRD) policies, programs and initiatives related to housing. Outlined in this document are **three key priority areas**, with corresponding strategies and actions to guide the CRD's work towards facilitating affordable and accessible housing options across the spectrum:

- 1 Facilitate the Renewal and Development of Non-Market Rental Housing;**
- 2 Advance a Coordinated Regional Response to Homelessness; and**
- 3 Support Rural and Remote Housing Solutions.**

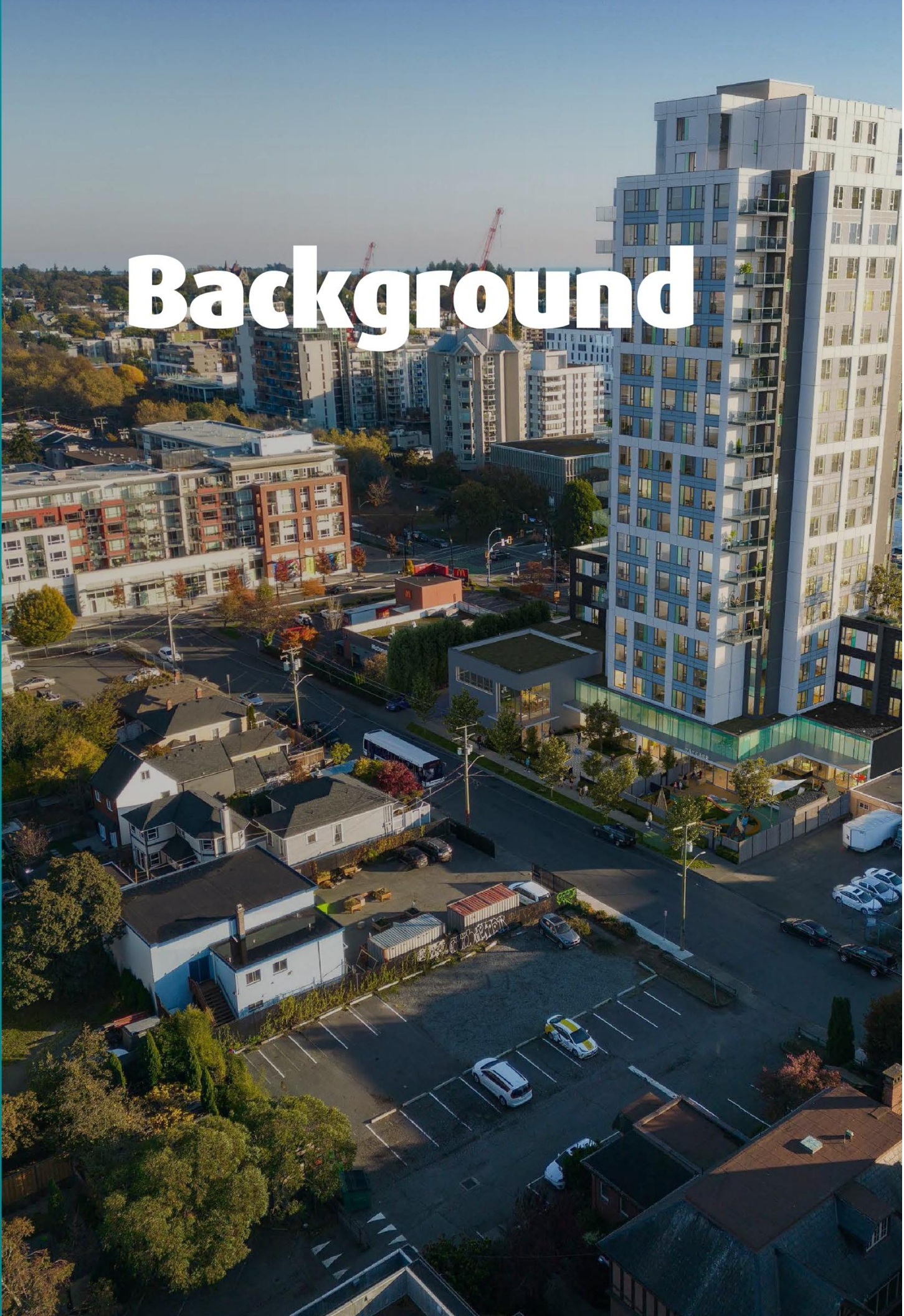
With a focus on these areas, the Strategy sets out a vision that aligns with the CRD Board's 2023–2026 priority to increase the supply of affordable, inclusive and adequate housing in the region:

“

Residents have access to affordable housing that enhances livability.

”

Background

An aerial photograph of a city neighborhood, likely in Vancouver, showing a mix of housing types. In the foreground, there are older, lower-rise residential buildings and a parking lot with several cars. In the middle ground, there are more modern, multi-story apartment buildings and a commercial building with a glass facade. In the background, there are more high-rise buildings and a construction crane. The word "Background" is overlaid in large white text.

Background

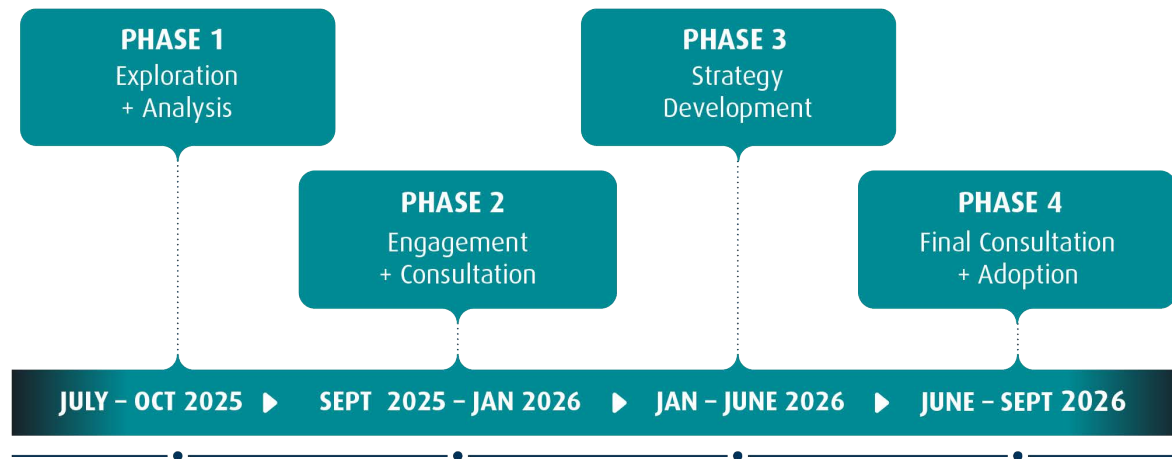
2018 Regional Housing Affordability Strategy

The 2018 RHAS established five goals, each supported by objectives and strategies, which have guided the CRD's efforts to address housing affordability challenges over the past eight years:

- 1** Build the right supply of housing across the spectrum;
- 2** Sustain a shared regional response to existing and emerging housing demand;
- 3** Protect and maintain existing non-market and market rental housing stock;
- 4** Develop and operationalize a regionally coordinated housing and homelessness response; and
- 5** Create community understanding and support for affordable housing developments.

Updating the 2026 Regional Housing Affordability Strategy

The revised 2026 RHAS is the culmination of a four-phased process involving background research, quantitative data analysis, and community engagement.



ENGAGEMENT PROCESS

The engagement process for the RHAS update involved interest-holders across the capital region, including:

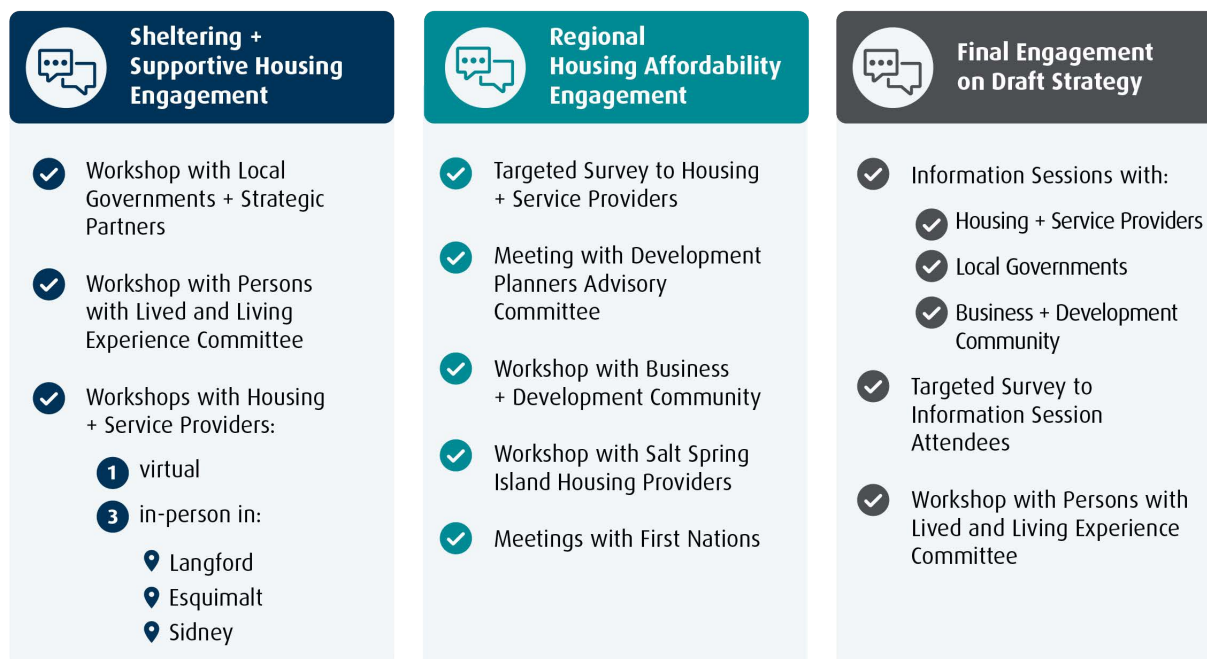
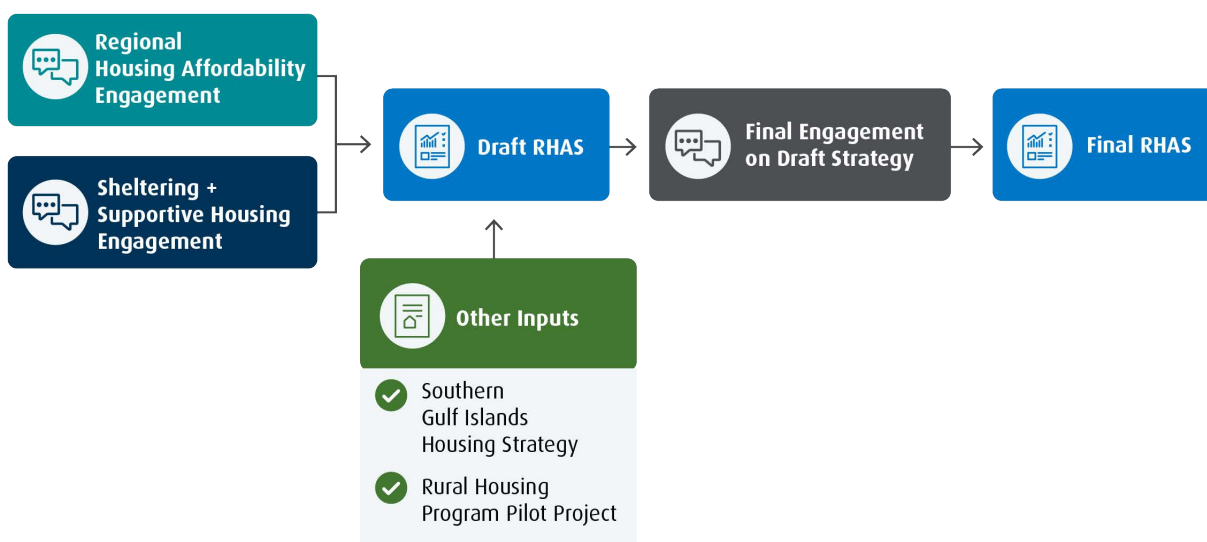
- Local First Nations governments;
- Local government staff;
- Social service and non-profit housing providers;
- People with lived and living experience of homelessness;
- Strategic partners from the provincial government;
- Island Health;
- Business associations; and
- Development sector representatives.

Engagement methods included **in-person and virtual workshops** with interest-holder groups, **virtual meetings** with First Nations governments and **targeted surveys**.

Meaningful engagement was central to developing a strategy that responds effectively to housing affordability challenges across the region. Input from engagement was summarized in “What We Heard” reports and directly informed the Strategy’s key priority areas, strategies and actions.

See [Appendix A](#) for a detailed summary of the engagement process and findings.

ENGAGEMENT AT A GLANCE



Regional Context



Regional Context

Policy + Legislative Context

The capital region's housing market and policy context have changed since 2018, reflecting the need for a revised RHAS grounded in current housing trends and realities. In recent years, the Provincial government has introduced several pieces of legislation advancing the priorities of the *Homes for People Action Plan*, significantly shifting British Columbia's planning and land use framework, including the *Housing Supply Act* (2023), *Bill 44* (2023), *Bill 46* (2023), *Bill 47* (2023), and *Bill 16* (2024).

This legislation has important implications for the CRD's member jurisdictions and their roles in facilitating the development of affordable housing across the region (see [Appendix B](#) for more detail).

The Capital Regional District's Role in Housing

With 13 member municipalities and three electoral areas, the CRD plays an important role in housing through its various programs, services, and initiatives. The CRD supports housing delivery and affordability by providing critical infrastructure and services, undertaking regional planning and growth management, and helping coordinate sustainable development across the region.

Through services such as drinking water and wastewater treatment, regulatory and development-support services, and transportation and environmental initiatives, the CRD helps create the conditions needed for housing development. The CRD also supports the development of non-market housing, monitors and analyzes housing trends and needs, and provides regional leadership on housing affordability and homelessness.

As the Community Entity for the federally-funded Reaching Home Program, the CRD is administering approximately \$27.9 million in funding between 2019 and 2028 to support local initiatives that prevent and reduce homelessness. Working in partnership with community organizations and other orders of

government, the CRD helps advance a more coordinated and effective response to homelessness and housing instability across the region.

The Capital Region Housing Corporation (CRHC) is a wholly-owned subsidiary of the CRD and operates more than 2,000 affordable rental homes across the capital region. Incorporated in 1982, the CRHC works to deliver affordable, attractive, inclusive, stable housing with the mission to develop and manage affordable housing within the capital region for low to moderate income households. In 2025, the CRHC Board initiated discussions on an ambitious vision for the next 20 years with CRHC 2045: “A Path to 5,000”. CRHC 2045 will guide the housing corporation toward the objective of providing up to 5,000 affordable rental homes to meet the needs of people living within the capital region by 2045. To achieve this vision, the CRHC is working to advance up to 2,000 net new rental homes between 2031 and 2045 subject to the availability of funding. In all it does, the CRHC values honesty, integrity, reliability, and openness. This includes working collaboratively with tenants, community partners, and stakeholders to create safe, vibrant, and accessible communities where tenants can feel a sense of pride and belonging.

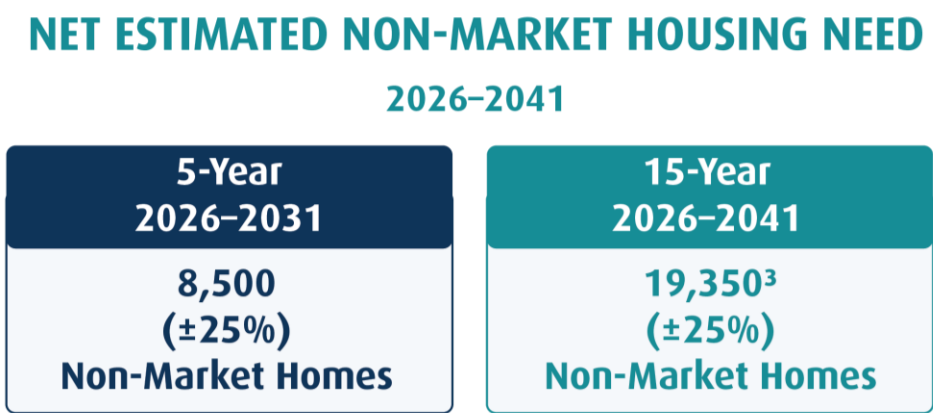
Collectively, these efforts contribute to the development of healthy, resilient communities that can meet the housing needs of current and future residents.

Affordable Housing Gap Analysis



Non-Market Housing Gap Analysis

To better understand regional housing needs and prioritize the use of limited resources, the Housing Needs Report Method (HNR Method) results for all member jurisdictions in the CRD have been assessed using the Housing Target Order (HTO) methodology¹ to estimate non-market housing need in the region. This establishes a non-market housing estimate starting from 2021 and recent non-market housing completions are compared to the estimate to understand how much need remains unmet.²



With at least 3,825 non-market homes currently under construction or delivered since 2021, an additional 6,175 to 10,800 (or 8,500 ±25%) non-market homes are needed by 2031.

Extrapolating the five-year estimate out to 2041 results in an estimated need for 14,625 – 24,100 (or 19,350 ±25%) homes after recent and anticipated completions.³

Non-market housing completions between 2021 and 2025 did not keep pace with the estimated need and the gap between the need and supply will continue to grow without intervention.⁴

1. The HNR Method and HTO methodology are new provincial approaches to estimate total long-range housing need and calculate municipal housing targets by housing type and tenure.

2. See the Non-Market Housing Gap Analysis Technical Memo for a detailed explanation of the analysis and results.

3. The HTO methodology was designed for five-year estimates and performs best over shorter timeframes, as underlying data loses accuracy over time. Assumptions used for the five-year estimate may differ significantly by the 2030s, and updates will be needed with each census release to maintain accuracy.

4. 32 to 46% of the 2026–2031 estimate is due to previously unmet needs from 2021–2025.

Income Distribution of Estimated Need (2021-2031)

Estimating non-market housing need involves comparing household type and incomes against local housing costs for the unit size they need (i.e. how many bedrooms are needed based on the number of people in a household and their relationships). To understand the need in more detail, it can be helpful to consider the results by income range and the resulting monthly rent those households could afford.

Table 1 summarizes the estimated non-market housing need for 2021 – 2031 by income range and bedroom count, and the associated rent range those households could afford without spending more than 30% of their before-tax income. Non-market unit completions since 2021 cannot be subtracted out of these 10-year totals because the price-point of completed units is unknown.

While the totals summarized below are higher than the remaining need after recent completions, it is important understand **most of the estimated need for non-market housing from 2021 onwards was for studios or 1-bedrooms with rents of no more than \$1,250 (approximately 69% of the need, or 7,025 - 9,975 units)**. This primarily represents the needs of single person households and couples.

Table 1: Estimated Non-Market Housing Need by Income Range and Affordable Rent Level, 2021-2031

Source: StatCan, Census of Population, 2016/2021, Capital Census Division; HART, BC HNR Calculator, Capital Region, 2021; BC Housing, Housing Income Limits, December 2025; consultant calculations

Unit Size	Household Income Range	Monthly Affordable Rent	Average Share of Non-Market Need ⁵	Lower Scenario	Upper Scenario
Studio or 1-Bedroom	Under \$50,000	\$1,250 or less	69%	7,025	9,975
2-Bedroom	\$50,000 – \$64,999	\$1,250 - \$1,625	13%	1,125	2,050
3-Bedroom	\$65,000 – \$81,999	\$1,625 - \$2,050	12%	1,175	1,800
4+Bedroom	\$82,000 – \$95,500	At least \$2,050	6%	675	800
Total Non-Market Housing Need				10,000	14,625

5. The average share of non-market need is the average share of need between the lower and upper scenarios.

Strategy



Strategy

Vision

Residents have access to affordable housing that enhances livability.

Priority Area 1: Facilitate the Renewal and Development of Non-Market Rental Housing

Since the last RHAS in 2018, the CRD has continued to play a strong leadership role in facilitating the development of non-market housing, particularly through the RHFP and CRHC. However, housing affordability remains a critical challenge for many households across the region. This priority area aims to leverage the CRD's existing expertise, networks and leadership to further expand the development of non-market rental housing, enhancing affordability across the region.

STRATEGIES

Strategy 1.1: Work with provincial and federal orders of government to access additional funding for the renewal and construction of non-market housing.

- **Action 1.1.1:** Launch a Housing Supply Partnership Program in partnership with CRHC, leveraging CRHC lands (approximately \$125 million) and up to \$80 million of the CRD's loan authorization to access additional funds from provincial and federal orders of government.
- **Action 1.1.2:** Work with existing working groups and roundtables (e.g. Development Planners Advisory Committee) to create an advocacy strategy that is reflective of regional priorities and responds to identified housing needs, informed by the Non-Market Housing Gap Analysis.

- **Action 1.1.3:** Advocate to provincial and federal orders of government for investment in updating, maintaining, or extending the lifecycle of affordable rental housing across the CRD.

Strategy 1.2: Facilitate partnerships amongst municipalities, the development industry, First Nations governments, non-profit housing operators, faith-based organizations and social service organizations to support the delivery of affordable housing.

- **Action 1.2.1:** Coordinate a roundtable discussion focused on building partnerships between non-profit housing organizations and local governments to support their ability to access funding for non-market housing development.

Strategy 1.3: Explore partnerships to deliver non-market housing in collaboration with First Nations governments and/or Indigenous organizations and businesses.

- **Action 1.3.1:** Continue to build relationships with Indigenous organizations across the CRD and First Nations communities to understand their housing needs and gaps.

- **Action 1.3.2:** Advocate to senior orders of government for increased and sustained funding to support affordable housing initiatives in partnership with First Nations communities.

- **Action 1.3.3:** Inform future housing partnerships with First Nations communities by assessing lessons learned from Songhees Nation's Rapid Housing Initiative (qʷə́łəʔəléutxʷ).

Priority Area 2: Advance a Coordinated Regional Response to Homelessness

Addressing the needs of people experiencing homelessness requires a coordinated, regional approach with collaboration across sectors, communities and orders of governments. This priority area reflects the CRD's role in advancing regional efforts to respond to homelessness, increasing the homelessness-serving sector's capacity and supporting CRD members in meeting supportive housing and sheltering objectives. While the CRD can play a convening and supporting role, its authority to directly advance supportive housing and sheltering initiatives remains limited under existing service authorities and resources.

STRATEGIES

Strategy 2.1: Promote regional alignment and resourcing for supportive housing and sheltering objectives.

- **Action 2.1.1:** Advocate for a clear Provincial mandate outlining the roles and responsibilities of local governments in addressing homelessness, alongside proportional investment and resources aligned with Housing Target Orders.
-
- **Action 2.1.2:** Advance regional alignment across local governments, health partners, service providers, and other partners by establishing shared goals and priorities related to supportive housing and homelessness.

Strategy 2.2: Strengthen housing and service capacity and facilitate coordination across the homelessness-serving sector to support a more streamlined, efficient system.

- **Action 2.2.1:** Continue advancing the Alignment Project in partnership with BC Housing; Housing, Infrastructure, Communities Canada and the Ministry of Housing and Municipal Affairs to implement Coordinated Access and the Homeless Individuals and Families Information System.
-

- **Action 2.2.2:** Facilitate opportunities for collaboration amongst the homelessness-serving sector focused on strengthening regional coordination, mapping existing services, and identifying opportunities for system improvement, rooted in local data.
-

- **Action 2.2.3:** Explore a regional approach to siting shelters, supportive housing, and resources for people experiencing or at risk of homelessness.

Strategy 2.3: Enhance and align regional data systems to support the homelessness-serving sector's ability to monitor and evaluate services, programs and interventions.

- **Action 2.3.1:** Facilitate a streamlined regional approach to identifying and monitoring key regional indicators and long-term outcomes related to homelessness in partnership with BC Housing, Island Health, and First Nations partners.
-
- **Action 2.3.2:** Building on the CRD's role in advancing the Alignment Project, facilitate a working group with representatives from the homelessness-serving sector to explore how data on homelessness can be used to evaluate housing projects and related services and programs.
-

Priority Area 3: Support Rural + Remote Housing Solutions

Rural and remote areas within the CRD struggle with distinct challenges related to housing affordability, including a lack of housing options, environmental limits, servicing constraints, a complex regulatory environment, higher building costs and funding challenges. This priority area acknowledges that responding to housing affordability may look different in rural areas outside of the CRD's urban containment boundary, as housing solutions need to be tailored to be feasible within those unique contexts.

STRATEGIES

Strategy 3.1: Explore opportunities to leverage available funding and pursue partnerships to advance rural and remote housing initiatives.

- **Action 3.1.1:** Explore allocating up to \$5 million of the CRD's loan authorization to attract partnerships and additional funding for affordable housing in the region's rural and remote communities.
-
- **Action 3.1.2:** Evaluate outcomes of the Rural Housing Pilot Program to inform direction for future rural and remote housing programs and initiatives.

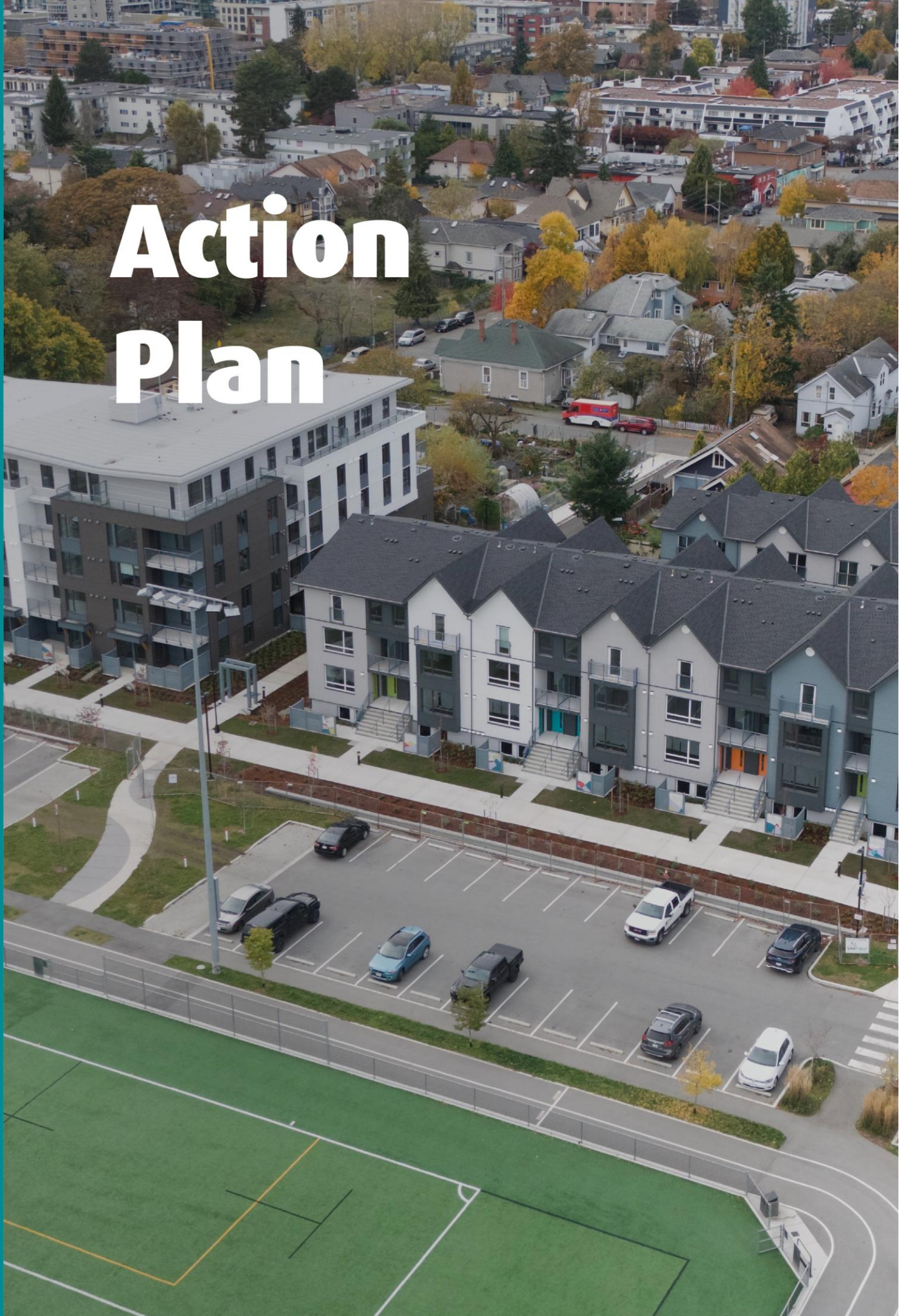
Strategy 3.2: Facilitate regional alignment with existing housing strategies for rural and remote communities within the CRD.

- **Action 3.2.1:** Explore opportunities to support the implementation of the Salt Spring Island Integrated Housing Strategy.
-
- **Action 3.2.2:** Continue advancing actions outlined in the Southern Gulf Islands Housing Strategy.

Strategy 3.3: Support ongoing efforts to advance housing affordability in rural and remote communities.

- **Action 3.3.1:** Advocate in support of funding applications to advance non-market housing in rural and remote communities within the CRD.
-
- **Action 3.3.2:** Use lessons learned from the Rural Housing Pilot Program to support housing development in rural and remote communities within the CRD through shared resources, information, and best practices.
-

Action Plan



Action Plan

Implementation Framework

TIMING		
SHORT-TERM 5 YEARS (2026 – 2031)	MEDIUM-TERM 5 – 15 YEARS (2032 – 2041)	LONG-TERM 15+ YEARS (2041+)

IMPLEMENTATION ROADMAP

Priority Area 1: Facilitate the Renewal and Development of Non-Market Rental Housing						
ACTIONS	TERM				POTENTIAL PARTNERS	INVESTMENT / RESOURCES
	SHORT	MEDIUM	LONG	ON-GOING		
Strategy 1.1: Work with provincial and federal orders of government to access additional funding for the renewal and construction of non-market housing.						
Action 1.1.1: Launch a Housing Supply Partnership Program in partnership with CRHC, leveraging CRHC lands and up to \$80 million of the CRD’s loan authorization to access additional funds from provincial and federal orders of government.		✓			Provincial & federal governments	CRD loan authorization (\$80m) CRHC lands Staff time
Action 1.1.2: Work with existing working groups and roundtables (e.g. Development Planners Advisory Committee) to create an advocacy strategy that is reflective of regional priorities and responds to identified housing needs, informed by the Non-Market Housing Gap Analysis.	✓				Development Planners Advisory Committee	Staff time
Action 1.1.3: Advocate to provincial and federal orders of government for investment in updating, maintaining, or extending the lifecycle of affordable rental housing across the CRD.	✓				Member municipalities Provincial & federal governments	Staff time

Priority Area 1: Facilitate the Renewal and Development of Non-Market Rental Housing

ACTIONS	TERM				POTENTIAL PARTNERS	INVESTMENT / RESOURCES
	SHORT	MEDIUM	LONG	ON-GOING		
Strategy 1.2: Facilitate partnerships amongst municipalities, the development industry, First Nations governments, non-profit housing operators, faith-based organizations and social service organizations to support the delivery of affordable housing.						
Action 1.2.1: Coordinate a roundtable discussion focused on building partnerships between non-profit housing organizations and local governments to support their ability to access funding for non-market housing development.					Member municipalities Non-profit housing providers	Staff time
Strategy 1.3: Explore partnerships to deliver non-market housing in collaboration with First Nations governments and/or Indigenous organizations and businesses.						
Action 1.3.1: Continue to build relationships with Indigenous organizations across the CRD and First Nations communities to understand their housing needs and gaps.					First Nations communities Indigenous organizations	Staff time
Action 1.3.2: Advocate to senior orders of government for increased and sustained funding to support affordable housing initiatives in partnership with First Nations communities.					First Nations communities Provincial & federal governments	Staff time
Action 1.3.3: Inform future housing partnerships with First Nations communities by assessing lessons learned from Songhees Nation’s Rapid Housing Initiative (q̓w̓ł̓aʔəléutx̓w̓).					First Nations communities Songhees Nation	Staff time

Priority Area 2: Advance a Coordinated Regional Response to Homelessness

ACTIONS	TERM				POTENTIAL PARTNERS	INVESTMENT / RESOURCES
	SHORT	MEDIUM	LONG	ON-GOING		
Strategy 2.1: Promote regional alignment and resourcing for supportive housing and sheltering objectives.						
Action 2.1.1: Advocate for a clear Provincial mandate outlining the roles and responsibilities of local governments in addressing homelessness, alongside proportional investment and resources aligned with Housing Target Orders.					Member municipalities Provincial government	Staff time
Action 2.1.2: Advance regional alignment across local governments, health partners, service providers, and other partners by establishing shared goals and priorities related to supportive housing and homelessness.					Member municipalities Homelessness-serving sector (housing and service providers, health partners, strategic partners)	Staff time
Strategy 2.2: Strengthen housing and service capacity and facilitate coordination across the homelessness-serving sector to support a more streamlined, efficient system.						
Action 2.2.1: Continue advancing the Alignment Project in partnership with BC Housing; Housing, Infrastructure, and Communities Canada; and the Ministry of Housing and Municipal Affairs to implement Coordinated Access and the Homeless Individuals and Families Information System.					BC Housing Housing, Infrastructure, and Communities Canada Ministry of Housing and Municipal Affairs	Staff time

Priority Area 2: Advance a Coordinated Regional Response to Homelessness

ACTIONS	TERM				POTENTIAL PARTNERS	INVESTMENT / RESOURCES
	SHORT	MEDIUM	LONG	ON-GOING		
Action 2.2.2: Facilitate opportunities for collaboration amongst the homelessness-serving sector focused on strengthening regional coordination, mapping existing services, and identifying opportunities for system improvement, rooted in local data.		✓			Homelessness-serving sector (housing and service providers, health partners, strategic partners)	Staff time
Action 2.2.3: Explore a regional approach to siting shelters, supportive housing, and resources for people experiencing or at risk of homelessness.	✓				Member municipalities	Staff time

Strategy 2.3: Enhance and align regional data systems to support the homelessness-serving sector's ability to monitor and evaluate services, programs and interventions.

Action 2.3.1: Facilitate a streamlined regional approach to identifying and monitoring key regional indicators and long-term outcomes related to homelessness in partnership with BC Housing, Island Health, and First Nations partners.		✓			BC Housing Island Health First Nations communities	Staff time
Action 2.3.2: Building on the CRD's role in advancing the Alignment Project, facilitate a working group with representatives from the homelessness-serving sector to explore how data on homelessness can be used to evaluate housing projects and related services and programs.	✓				Homelessness-serving sector (housing and service providers, health partners, strategic partners)	Staff time

Priority Area 3: Support Rural + Remote Housing Solutions

ACTIONS	TERM				POTENTIAL PARTNERS	INVESTMENT / RESOURCES
	SHORT	MEDIUM	LONG	ON-GOING		
Strategy 3.1: Explore opportunities to leverage available funding and pursue partnerships to advance rural and remote housing initiatives.						
Action 3.1.1: Explore allocating up to \$5 million of the CRD’s loan authorization to attract partnerships and additional funding for affordable housing in the region’s rural and remote communities.		✓			Provincial & federal governments	CRD loan authorization (\$5m) Staff time
Action 3.1.2: Evaluate outcomes of the Rural Housing Pilot Program to inform direction for future rural and remote housing programs and initiatives.	✓				Rural Housing Pilot Project participants	Staff time
Strategy 3.2: Facilitate regional alignment with existing housing strategies for rural and remote communities within the CRD.						
Action 3.2.1: Explore opportunities to support the implementation of the Salt Spring Island Integrated Housing Strategy.	✓				Islands Trust Local Trust Committee Local Community Commission	Staff time
Action 3.2.2: Continue advancing actions outlined in the Southern Gulf Islands Housing Strategy.				✓	Islands Trust Local Trust Committee SGI Community Economic Sustainability Commission	Staff time

Priority Area 3: Support Rural + Remote Housing Solutions

ACTIONS	TERM				POTENTIAL PARTNERS	INVESTMENT / RESOURCES
	SHORT	MEDIUM	LONG	ON-GOING		
Strategy 3.3: Support ongoing efforts to advance housing affordability in rural and remote communities.						
Action 3.3.1: Advocate in support of funding applications to advance non-market housing in rural and remote communities within the CRD.					Housing providers Provincial & federal governments	Staff time
Action 3.3.2: Use lessons learned from the Rural Housing Pilot Program to support housing development in rural and remote communities within the CRD through shared resources, information, and best practices.					Rural Housing Pilot Project participants	Staff time

APPENDIX A

Engagement Summary

Engagement Summary:

What We Heard

Process

The engagement process for the RHAS Update involved interest-holders across the capital region, including local First Nations governments, local government staff, social service and non-profit housing providers, people with lived and living experience of homelessness, strategic partners from the provincial government, health partners, business associations and representatives from the development sector.

Engagement was conducted in two phases with distinct scopes:

PHASE 1: ENGAGEMENT ON HOUSING PRECARITY, SHELTERING AND SUPPORTIVE HOUSING

The initial phase of engagement focused on **housing precarity, sheltering and supportive housing**.

This phase of engagement took place from September to October 2025, involving:

- **Facilitated Workshops with the Homelessness-Serving Sector:**
 - Who: Representatives from social service and non-profit housing providers and individuals/groups with lived and living experience of homelessness.
 - How: **Three in-person facilitated workshops** (in Langford, Esquimalt and Sidney), **one virtual workshop** and **one dedicated in-person workshop** with the Persons with Lived and Living Experience Advisory Committee to ensure broad regional representation.
- **Workshop with Local Governments and Strategic Partners:**
 - Who: Local government staff and strategic partners.

- How: A **one-day in-person workshop**, including presentations from the CRD and BC Housing on the RHAS Update and the Alignment Project, a shared federal-provincial initiative related to homelessness.

Findings from Phase 1 identified broader concerns related to housing affordability across the region, which informed the scope and focus of Phase 2 engagement activities.

PHASE 2: ENGAGEMENT ON REGIONAL HOUSING AFFORDABILITY

The second phase of engagement focused more broadly on issues of regional housing affordability. This phase primarily occurred between October and December 2025, involving distinct **virtual workshops** with a diverse range of representatives from across the region, including:

- **Development Planning Advisory Committee:** A staff-level forum on development and planning in the capital region, consisting of development planners from CRD member jurisdictions;
- **Development and Business Sector Representatives:** Including developers, construction and development associations, chambers of commerce and business improvement areas; and
- **Salt Spring Island Housing Providers:** Including housing providers, non-profit and advocacy organizations, homeowners and elected officials.

Additionally, a **Regional Housing Affordability Survey** was distributed to all local government contacts and housing and service providers who were previously involved in Phase 1 of RHAS engagement.

FIRST NATIONS ENGAGEMENT

In Fall 2025, letter invitations were sent to 15 First Nations with reserve lands and communities within CRD's operational and service area. The letters invited their participation and outlined engagement opportunities associated with the RHAS update. Responses were received from five Nations.

Engagement occurred between November 2025 and January 2026 and involved **individual virtual meetings** with representatives from four First Nations.

In June 2026, the draft Strategy was shared with the five Nations who had responded to the initial letter, with an invitation to meet and/or provide written feedback. No responses were received.

FINAL ENGAGEMENT ON THE DRAFT STRATEGY

Virtual information sessions were held in June 2026 to share the draft Strategy and answer questions. The sessions were targeted towards interest-holder groups previously engaged, specifically representatives from the homelessness-serving sector, business and development community and local governments and strategic partners. Participants had the opportunity to comment on the draft Strategy and were invited to share more detailed feedback through a **virtual survey**.

Additionally, an **in-person information session** was held with the Persons with Lived and Living Experience Advisory Committee. Feedback was collected through a facilitated discussion format to support meaningful participation.

Sheltering and Supportive Housing Engagement Highlights

Participants underscored the need for a **more coordinated, streamlined, and responsive system of housing and services across the region**. Multiple intersecting housing gaps were identified, including **housing with wraparound and integrated supports, youth housing, affordable family housing, and housing for people at different stages of recovery and substance use**.

Engagement illuminated opportunities for the CRD to play a role in supporting a coordinated, regional response to homelessness, working with other orders of government to:

- Advocate for a clear Provincial mandate outlining the roles and responsibilities of local governments in addressing homelessness;
- Advance political alignment across local governments, service providers, and other partners through a "whole of region" approach that establishes shared goals and priorities and recognizes the interconnected nature of the region;

- Coordinate across the homelessness serving sector to break down service silos and support a more streamlined, efficient system; and
- Enhance and align regional data systems to support the homelessness serving sector's ability to evaluate outcomes, improve system navigation, and identify service gaps.

Feedback from this engagement was summarized in a 'What We Heard' report presented to the CRD Board in December 2025. **The "What We Heard" report identified three main roles where regional leadership is most needed in the development of a coordinated regional response to homelessness:**

- regional alignment;
- strengthening regional service and housing capacity; and
- enhancing regional information and data systems.



In March 2026, Capital Regional District staff followed up on immediate actions to support supportive housing and sheltering across the region, including a legal review of CRD authorities relevant to this initiative. The review found that both the CRD and Capital Regional Housing Corporation have limited authority to take near-term action. Expanding this role would likely require new or amended service authorities, along with additional staffing and resources.

Regional Housing Affordability Engagement Highlights

Representing a diverse set of interest-holders, participants often had diverging perspectives on key housing needs, recommended actions, and the CRD's role in advancing housing affordability. However, throughout engagement, the need for **affordable rental housing was highlighted as a high priority**, with participants emphasizing the need for **additional funding from all levels of government**.

Other key needs, priorities, and issues highlighted by participants included:

- costs associated with and barriers to increasing housing supply;
- the need to harmonize policy requirements across the region where possible;
- the need for public education regarding policy and zoning changes aimed at improving housing affordability;
- the need for coordinated regional advocacy to senior levels of government; and
- interest from non-profit housing providers in building partnerships with local governments and the development industry to advance affordable housing development.

First Nations Engagement Highlights

Individual meetings were held with four Nations that expressed interest in RHAS engagement opportunities. **While specific feedback varied depending on the context of each Nation, key themes and issues emerged:**

- Housing challenges on-reserve include limited housing options with large waitlists, limited access to maintenance services, and inadequate housing conditions. These factors force many First Nations members to seek housing off-reserve, which can isolate them from their communities.
- First Nations members who are seeking housing off-reserve face significant barriers, including requirements for landlord references, racism and discrimination, strict eligibility criteria for non-market housing, and affordability challenges.
- There is a need to prioritize safe, affordable housing for First Nations members, especially on or near reserve lands to ensure tenants can access culturally significant resources and community.

Key housing priorities were highlighted, including:

- affordable units both on- and off-reserve;
- larger units that can accommodate extended family members and intergenerational living; and

- housing for elders and their caretakers.

All four Nations expressed interest in collaborating with the CRD on housing initiatives, including:

- exploring opportunities for affordable housing development;
- bridging knowledge gaps regarding on- and off-reserve housing systems; and
- prioritizing units for First Nations members in non-market housing developments.

Draft Strategy Final Engagement Highlights

Overall, the draft Priority Areas, Strategies and Actions were well-received by interest-holders, with most survey respondents indicating support across all the three priority areas. While specific comments varied, suggestions from both the survey and the information sessions informed final revisions to the Strategy.

APPENDIX B

Provincial Housing Legislation + Implications for Member Jurisdictions

Housing Targets

Enacted in 2023, the *Housing Supply Act* allows the Province to assign housing targets to specific municipalities⁵. Currently, ten CRD municipalities have published housing targets (see [Appendix C](#)).

Targets include breakdowns by unit size, tenure and affordability. If a municipality fails to meet or make progress toward its target, the Minister may appoint an advisor and/or issue a directive.

Small-Scale Multi-Unit Housing

In 2023, the Province introduced *Bill 44: Housing Statutes (Residential Development) Amendment Act*.

This legislation permits secondary suites province-wide in all single-detached residential zones, as well as small-scale multi-unit housing with three to four units in single-detached and duplex zones, and up to six units near frequent public transit.

Housing Needs Reports and Official Community Plan Updates

Bill 44 also introduced requirements for municipalities to update housing needs reports (HNRs) every five years, providing 20-year housing unit need estimates using a standardized methodology. Official community plans (OCPs) must also be updated every five years and zoning bylaws must be aligned with OCPs and HNRs to pre-zone land for the use and density needed to accommodate 20 years of housing demand. Additionally, the Bill aims to speed up housing development by removing public hearings for housing-focused developments that align with the OCP.

In 2020, the CRD supported member municipalities with their first HNRs and updates to regional context statements in their OCPs.

5. Housing targets cannot be set for regional districts or their electoral areas.

Housing Development Financing

In 2023, *Bill 46 – Housing Statutes (Development Financing) Amendment Act* expanded eligible infrastructure categories for development cost charge and granted municipalities the authority to collect funds for amenities from development through amenity cost charges.

Transit Oriented Development Areas

Bill 47 – Housing Statutes (Transit-Oriented Areas) Amendment Act, 2023 requires some local governments to designate transit-oriented development (TOD) areas and permit prescribed heights and densities. Within TOD Areas, off-street residential parking minimums are prohibited. The Province has identified 104 TOD Areas, seven of which are within the Capital Regional District (see Figure 1). Requirements vary by service level and local context.

Figure 1: Map of Transit-Oriented Development Areas within the Capital Regional District



Inclusionary Zoning

In 2024, the Province introduced *Bill 16 – Housing Statutes Amendment Act*, which grants local governments⁶ the authority to require a certain amount of affordable units in new housing developments. Local governments are required to undertake financial feasibility analysis and consultation to ensure Inclusionary Zoning Bylaws consider impacts on development viability.

Tenant Protection Authority

Also introduced by *Bill 16*, municipalities now have the authority to enact tenant protection bylaws that require additional supports for tenants at risk of displacement due to redevelopment. The City of Victoria’s Tenant Protection During Redevelopment Bylaw is one of the first adopted tenant protection bylaws in British Columbia.

Regional districts do not have the authority to enact tenant protection bylaws. However, regional districts can require development approval information in electoral areas on tenant impacts from redevelopment, allowing them to monitor development and displacement trends.

Transportation Demand Management

Bill 16 also expanded the range of site-specific works and services that local governments can require in new developments.

6. Inclusionary Zoning authorities do not apply to most of the Local Trust Committees of the Islands Trust.

APPENDIX C

Housing Targets for CRD Municipalities

Published Targets for Municipalities within the CRD

Housing targets include guidelines for the different types of units to support delivering the right type of housing in each community.

Municipality	Unit Targets*	Units by Bedroom Size			Units by Tenure		Rental Units by Market Rate		Supportive Rental Units (with on-site supports)
		Studio/1	2	3	Rental	Owner	Below-Market	Market	
City of Colwood	940	596	160	183	404	536	184	221	17
City of Langford	2,993	2,044	531	418	2,762	231	1,037	1,725	85
City of Victoria	4,902	3,365	801	736	3,483	1,419	1,798	1,685	102
District of Central Saanich	588	387	92	110	246	342	129	117	16
District of North Saanich	419	266	68	85	125	294	63	62	11
District of Oak Bay	664	446	100	118	246	418	141	104	20
District of Saanich	4,610	3,001	780	828	2,495	2,115	1,161	1,334	131
Town of Sidney	468	317	70	81	166	302	95	71	11
Town of View Royal	585	378	105	103	421	163	185	236	11
Township of Esquimalt	754	523	121	110	510	244	267	243	16
TOTAL TARGETS	16,923	*Breakdown totals may not reflect exact unit counts due to rounding.							

APPENDIX D

Housing Indicators Snapshot

Housing Affordability

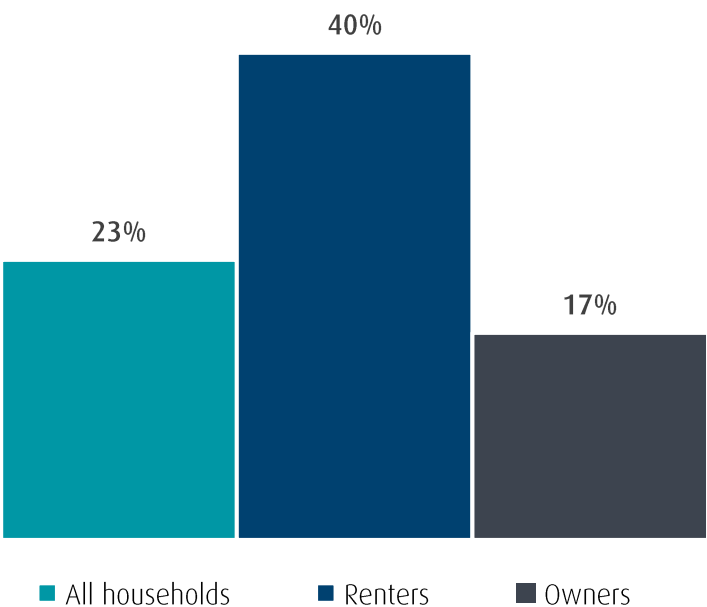
While progress has been made toward the objectives and strategies outlined in the 2018 RHAS, housing affordability in the capital region remains a critical challenge. Canada Mortgage and Housing Corporation’s *Fall 2024 Rental Market Report* found that Victoria has the second-most expensive rental market in Canada.

Housing affordability pressures impact households across the CRD and have implications for the region’s well-being and livability. This section provides a snapshot of housing affordability indicators in the capital region using the most recent data available from Statistics Canada and CMHC on the Victoria Census Metropolitan Area (CMA).

INCOME SPENT ON SHELTER COSTS

- According to 2021 Census data, most households (74%) in Victoria CMA are spending less than 30% of their income on shelter costs.
- However, affordability is not equal across tenure – renters are more likely to experience affordability issues, with 40% of tenant households spending over 30% of their income on shelter costs.

Figure 2: Victoria CMA Households Spending 30% + of Income on Shelter Costs
Source: Statistics Canada 2021 Census

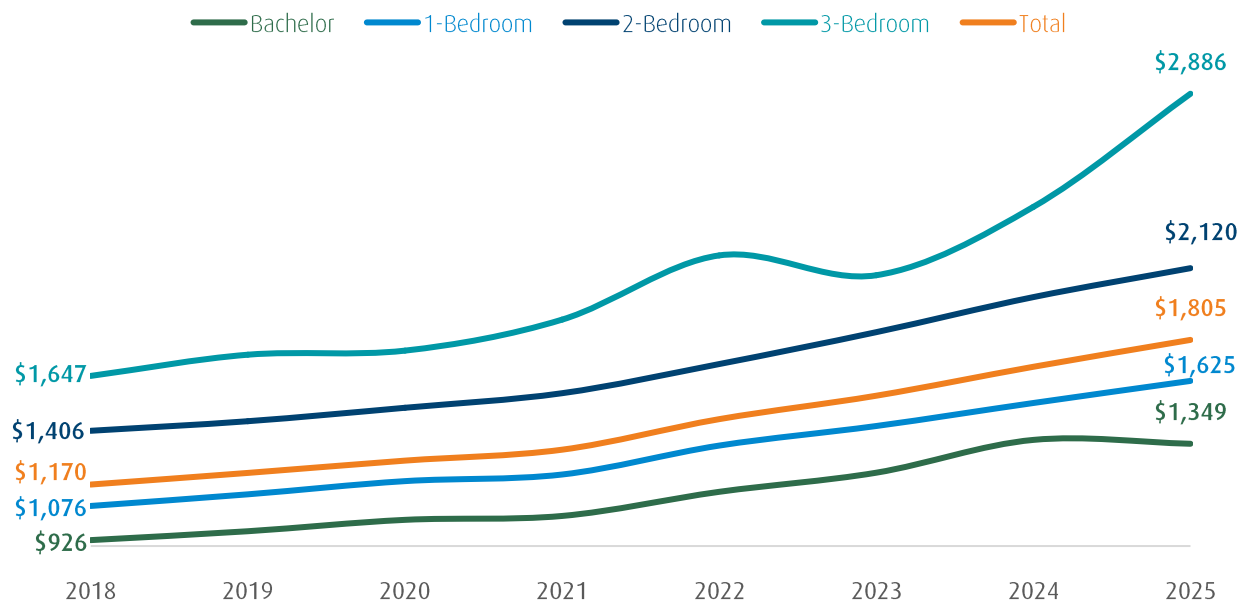


AVERAGE RENTS

- Average rents for most bedroom types have steadily increased since the 2018 RHAS.

Figure 3: Victoria Census Metropolitan Area Average Rents by Bedroom Type, 2018–2025

Source: CMHC Rental Market Survey Data



VACANCY RATES BY RENT RANGE

- The overall vacancy rate for Victoria CMA has improved since the 2018 RHAS, increasing from 1.2% in 2018 to 3.3% in 2025.
- However, the overall vacancy rate is being driven up by units priced at \$1,500+. Vacancies remain low (between 0% to 1.4%) for all other rent ranges. This suggests that renter households earning \$60,000 or less are still facing a very tight rental market for units they can afford.

Table 2: Victoria Census Metropolitan Area Vacancy Rates by Rent Range, 2025

Source: CMHC Rental Market Survey Data

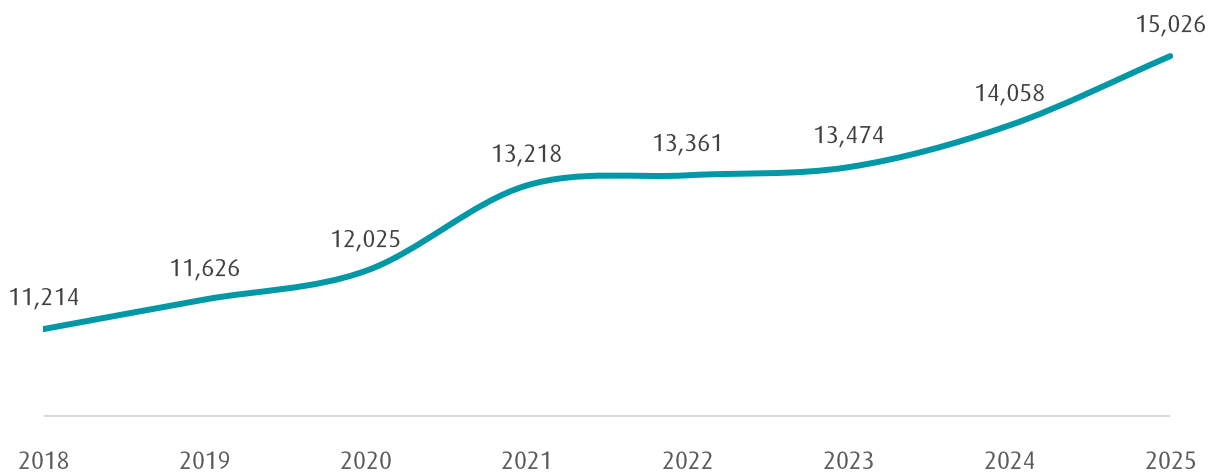
Rent Range	2025 Vacancy Rate
< \$750	0%
\$750 – \$999	1.4%
\$1,000 – \$1,249	1.4%
\$1,250 – \$1,499	0.8%
\$1,500+	4.5%

SUPPLY OF BC HOUSING NON-MARKET HOUSING

- Since the last RHAS Update, the CRD has seen a **steady increase in non-market housing units that have operating agreements with BC Housing**, from 11,214 units in 2018 to 15,026 units in 2025.

Figure 4: Non-Market BC Housing Units in the CRD, 2018–2025

Source: BC Housing Unit Count, 31 March 2018 to 31 March 2025⁷



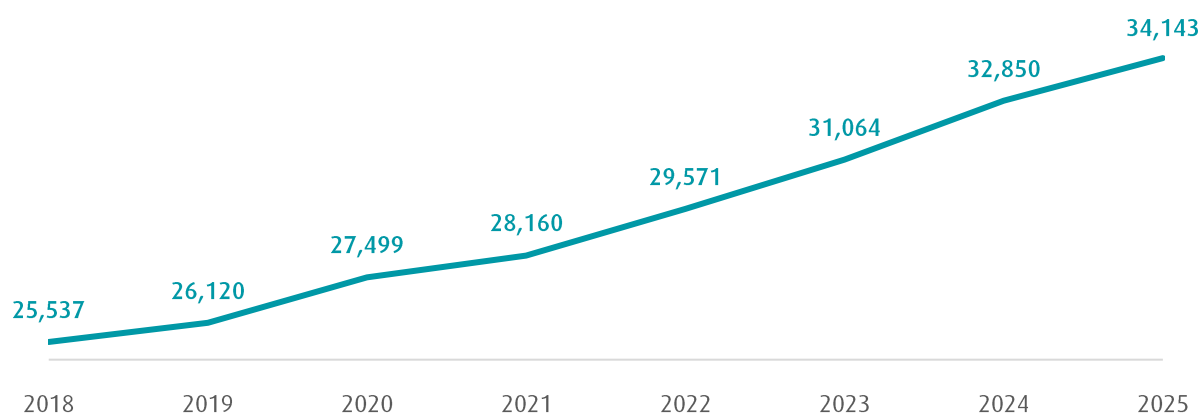
7. Only tracks units where BC Housing has a financial relationship; additional subsidized housing units may exist in the community.

PRIVATE MARKET RENTAL APARTMENT UNITS

- The number of private market rental units in Victoria CMA has grown steadily since 2018, from 25,537 market rental units in 2018 to 34,143 market rental units in 2025.

Figure 5: Victoria Census Metropolitan Area Number of Private Rental Units, 2018–2025

Source: CMHC Rental Market Survey Data

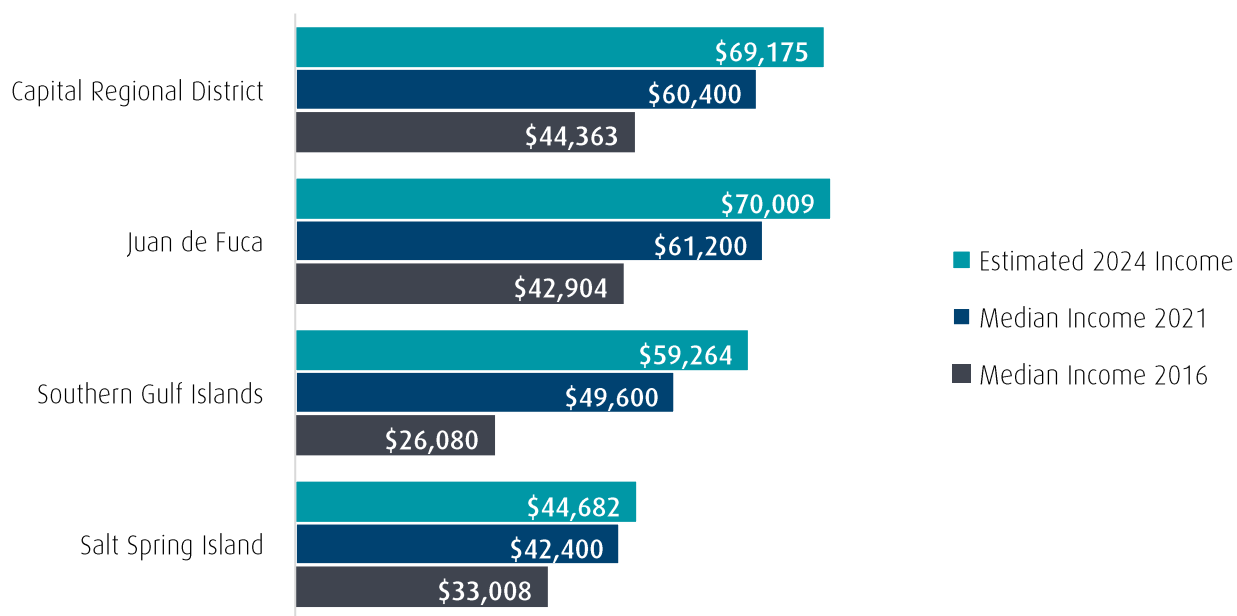


RENTER HOUSEHOLD INCOME IN RURAL AREAS

- Island renters tend to have lower incomes, on average, than renters elsewhere in the CRD.

Figure 6: Comparison of Renter Income and Estimated Income Across Rural CRD Areas, 2016, 2021, 2024

Source: CRD Rural Housing Pilot Project Analysis, Adapted from Statistics Canada, Census 2016 and 2021



Homelessness, Supportive Housing and Sheltering

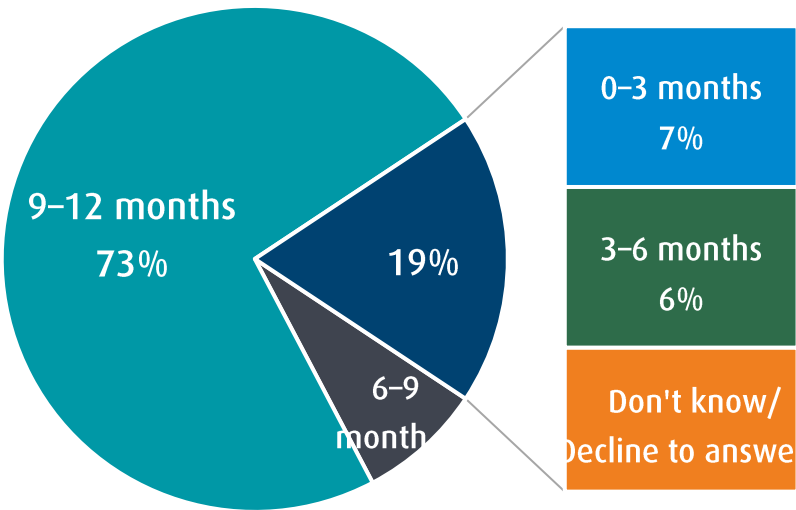
Homelessness is a complex issue influenced by overlapping housing, health, economic and systemic factors. As such, responses to homelessness are cross-sectoral, spanning housing, healthcare and social supports. As highlighted through engagement, the homelessness-serving sector in the capital region continues to experience service gaps and mounting pressures across supportive housing and sheltering systems. This section provides a snapshot of indicators related to homelessness and sheltering, based on data from the 2025 Point-in-Time Count and from BC Housing.

CHRONIC HOMELESSNESS

- A **growing share of Point-in-Time Count respondents are experiencing chronic homelessness**, defined as being homeless for more than six months in the past year.
- **Indigenous people continue to face disproportionately high rates of homelessness:** they comprise 5% of the region’s population but accounted for 29.7% of respondents to the 2025 Point-in-Time Count.⁸

Figure 9: 2025 Point-in-Time Responses: In total, how much time have you experienced homelessness over the past year?

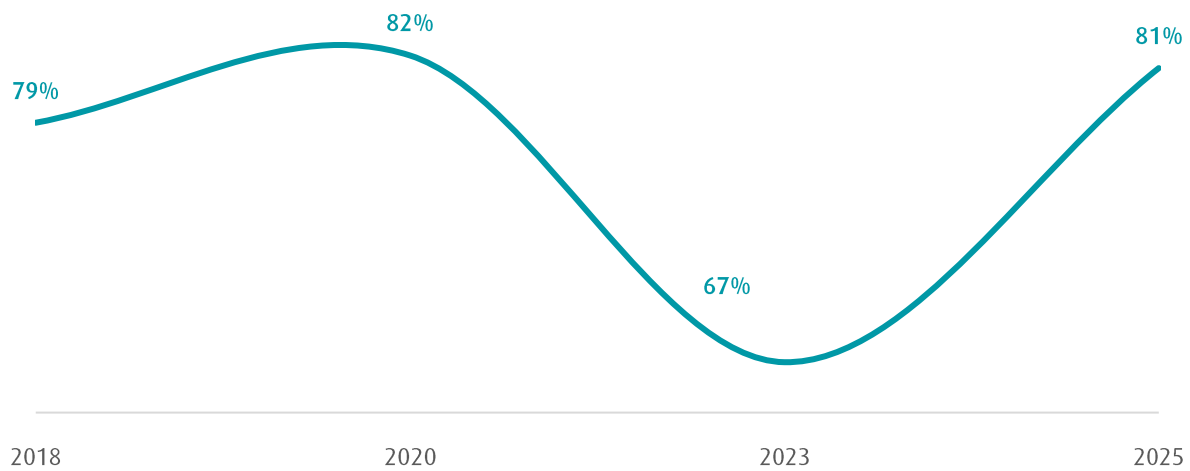
Source: Greater Victoria Point-in-Time Count 2025



8. Greater Victoria Point-in-Time Count, p. 24.

Figure 10: Percentage of Point-in-Time Respondents Experiencing Chronic Homelessness, 2018–2025

Source: Greater Victoria Point-in-Time Counts, 2020–2025

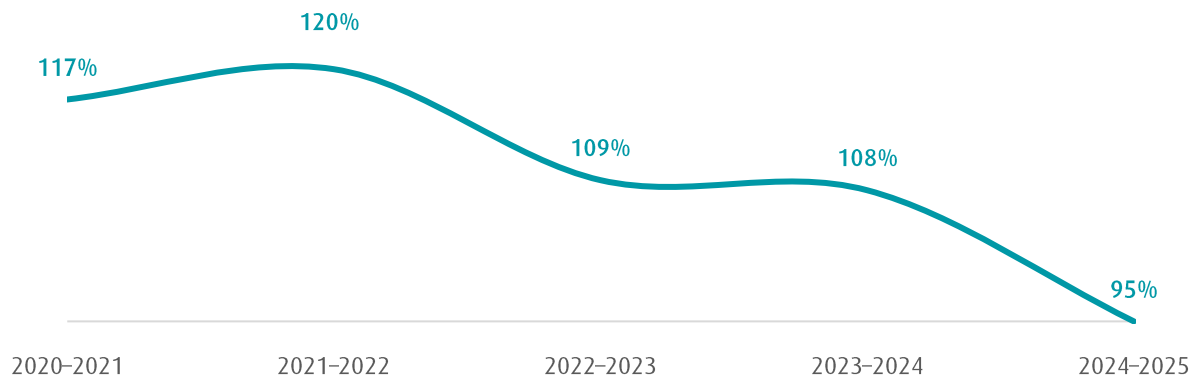


SHELTER OCCUPANCY

- BC Housing’s shelter occupancy remains high at 95%, despite decreasing in recent years.
- In the 2025 Point-in-Time Count, 64.9% of respondents reported using a shelter in the past year.

Figure 10: Occupancy Rate of Year-Round Shelter Programs in the CRD by Fiscal Year, 2020–2025

Source: BC Housing Homeless Individuals and Families Information System AN24 Report for November 1, 2020 to March 31, 2025; August 8, 2025 Snapshot^{9,10}



9. Includes only BC Housing-funded beds; shelters may have overflow beds not funded by BC Housing.

10. Fiscal Year 2020–2021 data only includes records from November 2020 onward. Earlier months are not available in the Homeless Individuals and Families Information System.



2026 Capital Regional District Regional Housing Affordability Strategy

Board Presentation | September 9, 2026



Making a difference...together



BACKGROUND

A 25-Year Foundation - Renewed for Today

- First developed in 2001, the Regional Housing Affordability Strategy has guided the CRD's work on housing for 25 years.
- Last updated in 2018, the Strategy established five goals that shaped CRD housing policy for eight years.
- The 2026 update realigns the Strategy with today's housing trends, provincial legislation and community priorities.

“

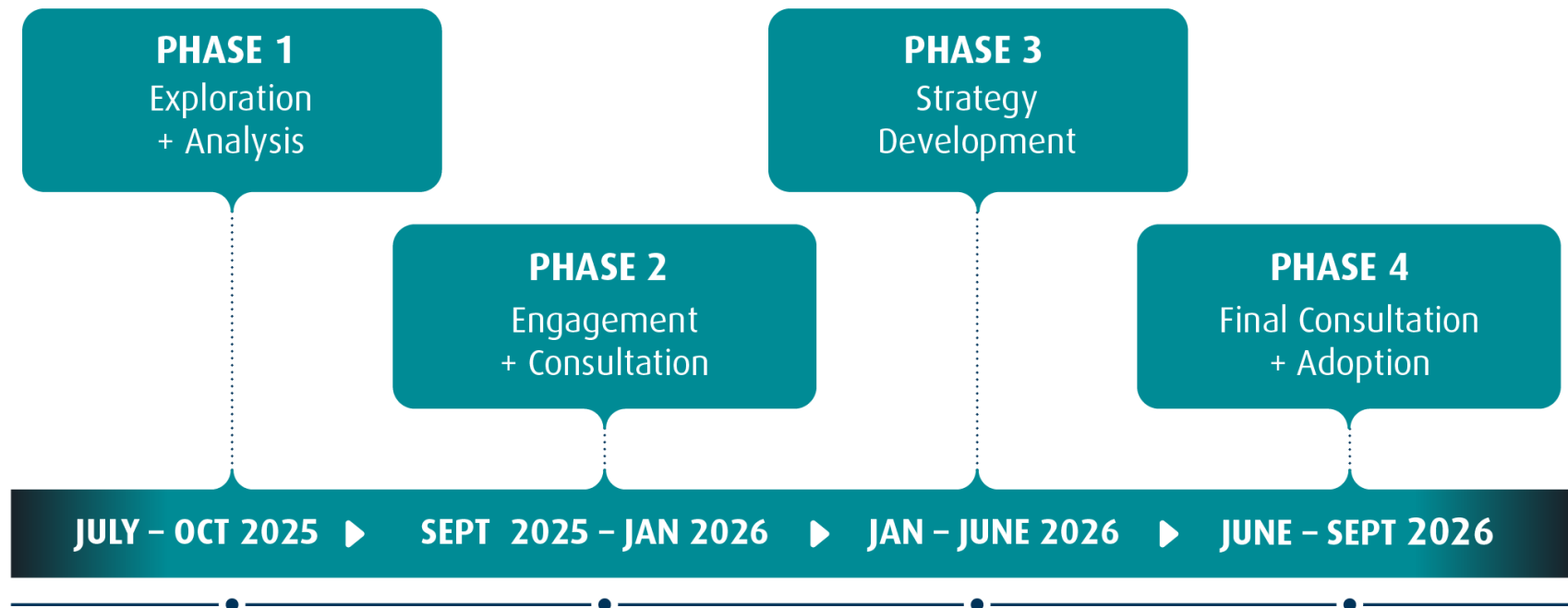
Residents have access to affordable housing that enhances livability.

”

The CRD Board's 2023–2026 priority: increase the supply of affordable, inclusive and adequate housing across the region.

HOW WE GOT HERE

A Four-Phase, Region-Wide Process



HOW WE GOT HERE

Engagement At-A-Glance



Sheltering + Supportive Housing Engagement

- ✓ Workshop with Local Governments + Strategic Partners
- ✓ Workshop with Persons with Lived and Living Experience Committee
- ✓ Workshops with Housing + Service Providers:
 - 1 virtual
 - 3 in-person in:
 - 📍 Langford
 - 📍 Esquimalt
 - 📍 Sidney



Regional Housing Affordability Engagement

- ✓ Targeted Survey to Housing + Service Providers
- ✓ Meeting with Development Planners Advisory Committee
- ✓ Workshop with Business + Development Community
- ✓ Workshop with Salt Spring Island Housing Providers
- ✓ Meetings with First Nations



Final Engagement on Draft Strategy

- ✓ Information Sessions with:
 - ✓ Housing + Service Providers
 - ✓ Local Governments
 - ✓ Business + Development Community
- ✓ Targeted Survey to Information Session Attendees
- ✓ Workshop with Persons with Lived and Living Experience Committee

REGIONAL CONTEXT

Housing Affordability Is a Regional Crisis

2nd

**most expensive rental
market in Canada**

CMHC, Fall 2024 Rental Market Report

40%

**of renter households spend
30%+ of income on shelter
costs**

Victoria CMA, 2021 Census

0–1.4%

**vacancy rate for units
renting below
\$1,499/month**

CMHC Rental Market Survey Data, 2025

Average rents have climbed steadily since 2018 — a three-bedroom unit in Victoria CMA now averages \$2,886 per month

NON-MARKET HOUSING GAP ANALYSIS

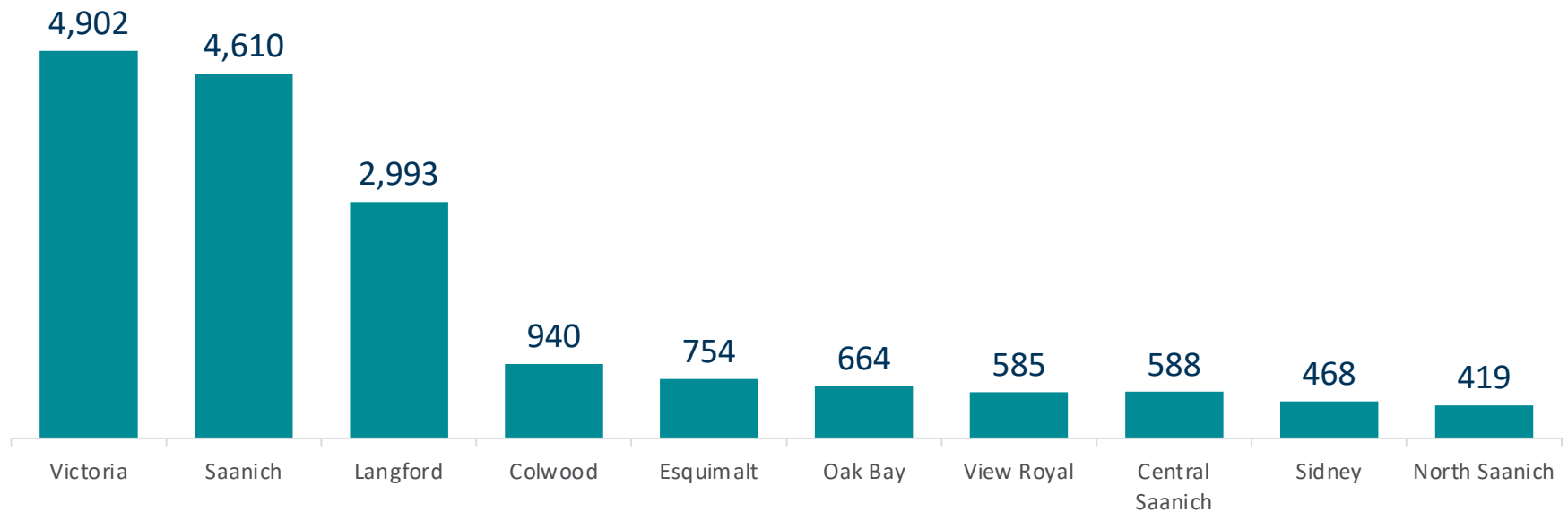
The Gap We Need to Close



At least 3,825 non-market homes are already under construction or delivered since 2021. Completions have not kept pace with need and the gap will keep growing without intervention.

HOUSING TARGETS

16,923 New Homes Targeted Across CRD Municipalities



Published under the Province's Housing Target Order methodology, established by the Housing Supply Act (2023). Targets set the pace; the RHAS sets the tools to help member municipalities get there.

THE STRATEGY

Three Priority Areas Guide the Strategy

1

**Facilitate the Renewal
and Development
of Non-Market Rental
Housing**

2

**Advance a
Coordinated Regional
Response
to Homelessness**

3

**Support Rural and
Remote Housing
Solutions**

PRIORITY 1

1 Non-Market Rental Housing

STRATEGIES

- Work with provincial and federal orders of government to access additional funding for the renewal and construction of non-market housing.
- Facilitate partnerships among municipalities, the development industry, First Nations governments, non-profit housing operators and faith-based and social service organizations to support the delivery of affordable housing.
- Explore partnerships to deliver non-market housing with First Nations governments and/or Indigenous organizations and businesses.

KEY ACTION

Launch a Housing Supply Partnership Program in partnership with CRHC, leveraging CRHC lands (approximately \$125 million) and up to \$80 million of the CRD's loan authorization to access additional funds from provincial and federal orders of government.

2 Coordinated Response to Homelessness

STRATEGIES

- Promote regional alignment and resourcing for supportive housing and sheltering objectives.
- Strengthen housing and service capacity and coordination across the homelessness-serving sector to support a more streamlined, efficient system.
- Enhance and align regional data systems to support the homelessness-serving sector's ability to monitor and evaluate services, programs and interventions.

WHY IT MATTERS

Indigenous people make up 5% of the region's population but accounted for 29.7% of respondents to the 2025 Point-in-Time Count. Chronic homelessness has climbed back to 81% of respondents, underscoring the need for a coordinated, whole-of-region response.

3

Support Rural and Remote Housing Solutions

STRATEGIES

- Explore opportunities to leverage available funding and pursue partnerships to advance rural and remote housing initiatives.
- Facilitate regional alignment with existing housing strategies for rural and remote communities within the CRD.
- Support ongoing efforts to advance housing affordability in rural and remote communities.

BY THE NUMBERS

Island renters earn less, on average, than renters elsewhere in the region. Salt Spring Island's estimated 2024 renter income is \$44,682 (well below the \$69,175 CRD average) reflecting the distinct affordability pressures rural and remote communities face.

ACTION PLAN

From Strategy to Action

Short-Term

2027–2032

Most actions launch now: advocacy for senior government funding, the Housing Supply Partnership Program, roundtables with non-profit and First Nations partners and immediate steps on regional homelessness alignment.

Medium-Term

2032–2047

Scale funding partnerships and rural and remote initiatives, deepen First Nations partnerships and embed regional data systems to track outcomes across the homelessness-serving sector.

Long-Term

2047+

Sustained delivery against non-market housing targets, ongoing regional coordination and continued advocacy as provincial housing legislation evolves.

IN SUMMARY

The 2026 RHAS At-A-Glance

1

Non-Market Rental Housing

Facilitate its renewal and development

19,350

non-market homes needed by
2041

2

Response to Homelessness

Advance a coordinated regional approach

16,923

units targeted across CRD
municipalities

3

Rural + Remote Solutions

Support housing tailored to island and rural communities

20

actions across 9 strategies

Thank you.



**CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT Regional Transportation Plan Update (Phase 2 and Next Steps)

ISSUE SUMMARY

To provide an update on the development of the Regional Transportation Plan (RTP), including key findings from Phase 2 engagement activities and next steps in preparation of the draft plan.

BACKGROUND

The RTP will establish a shared long-term vision and strategy for how people and goods move throughout the capital region over the next 25 years and beyond. The plan is being developed in partnership with local governments, First Nations, and regional transportation agencies, and will help identify regional transportation priorities, guide future investment, and support coordination across jurisdictions.

On April 8, 2026, the Capital Regional District (CRD) Board received an update on the RTP, including foundational work completed to date, key regional transportation challenges, draft goals, emerging directions, and the planned engagement program. Since that time, the project has advanced into the next phase of plan development, including broader public and stakeholder engagement to test and refine the emerging vision, strategies, actions, and priorities.

Engagement Summary

The attached *What We Learned: Q2 2026 Engagement Summary* (Appendix A) provides a detailed overview of feedback received through the RTP workshop, online public survey, and ongoing First Nations engagement activities. The Q2 engagement phase focused on testing the draft vision, strategies, actions, governance considerations and regional transportation trade-offs with residents, regional partners, and interested parties. Over 2,500 responses were gathered through the online public survey, demonstrating the highest level of participation in CRD's recent survey history. A full day workshop held on June 22, brought together both elected and staff representatives of local governments, First Nations, major employers, the provincial government and other agencies.

Overall, the feedback demonstrated broad support for more coordinated regional transportation planning, improved alternatives to driving, and enhanced transit connections across the region. Regional consistency emerged as a key theme; this was the workshop's most-discussed topic, and 87% of survey respondents chose regional consistency over each community deciding for itself. Participants also highlighted congestion, accessibility, service in outlying communities, and the future rapid transit and rail opportunities as important regional considerations.

While there was general alignment on the need for improved regional transportation options, opinions varied on topics such as cycling infrastructure, road network expansion, funding approaches, and investments priorities. These findings reinforce many of the challenges identified earlier in the RTP process while helping clarify where the draft plan will need to provide more explicit direction.

- What regional coordination will look like in practice
- How alternatives to driving will improve
- The region's position on rapid transit and rail
- When and why road space changes from one use to another
- How communities and people with the fewest options will be served
- How spending decisions will be made and explained

Next Steps

The project team will continue working with First Nations, local governments, and regional partners to refine the draft RTP. Over the coming months, engagement findings will be integrated with technical analysis, policy review, implementation considerations, governance discussions, and ongoing work related to the Reconciliation Corridor Initiative. The updated draft plan will be presented through an additional phase of engagement that is anticipated in Q1 2027 before the RTP is brought forward to the CRD Board for consideration.

CONCLUSION

The Regional Transportation Plan is a key component of the CRD's efforts to establish a coordinated regional approach to transportation planning and investment. Feedback received through the Q2 2026 engagement process confirmed the need for improved regional coordination, expanded transportation options, and stronger connections across the region, while also identifying areas where the plan will need to provide clear direction. Staff will continue refining the draft RTP and Regional Multi-Modal Network with regional partners and First Nations, with future engagement and Board consideration anticipated in 2027.

RECOMMENDATION

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

Submitted by:	Patrick Klassen, RPP, Sr. Manager Planning and Transportation
Concurrence:	Michael Barnes, MPP, Acting General Manager, Housing, Planning and Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: What We Learned: Q2 2026 Engagement Summary

Capital Regional District | September 2026

Moving Together: Regional Transportation Plan

What We Learned: Q2 2026 Engagement Summary



Territorial acknowledgement

The Capital Regional District conducts its work within the territories of many First Nations, including but not limited to BOKÉĆEN (W̱SÁNEĆ), MÁLEXEL (Malahat), paaʔčiidʔatx (Pacheedaht), Spune'luxutth (Penelakut), Sc'ianew, Songhees, SṪÁUTW (Tsawout), T'Sou-ke, W̱JOLÉLP (Tsartlip), W̱SIKEM (Tseycum), and xʷsepsum Nations, all of whom have longstanding relationships with these lands and waters that continue to this day.

Many of the transportation routes, waterways, and connections that shape movement across the region today follow pathways that Indigenous peoples have travelled for generations. These lands and waters have long supported connection, trade, governance, and community. This history continues to shape how movement, access, and regional connection are understood across the capital region today.

Thank you

Thank you to everyone who contributed their time, perspectives, and lived experience to this phase of engagement. Regional transportation planning affects people differently depending on where they live, how they travel, and the barriers they experience moving through the region. Many participants spoke not only from professional expertise, but from lived experience navigating the transportation system every day.

We recognize that participation takes time, care, and energy. For many people, contributing to regional conversations also involves advocating for their communities, holding competing needs and perspectives, and engaging in discussions that can feel complex or frustrating. We appreciate the openness, honesty, and thoughtfulness that participants brought to these conversations.

The input shared through this process will help shape the next stages of the Regional Transportation Plan and contribute to ongoing conversations about how people move throughout the capital region now and into the future.



Prepared by Spur
spurcommunication.ca

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1. Executive summary

Between June and July 2026, the Capital Regional District (CRD) invited residents to help shape the draft Regional Transportation Plan (RTP). This phase of engagement asked participants to respond to the plan's emerging direction: the draft vision, the proposed strategies and actions, and the trade-offs the plan will need to make.

Two activities anchored this phase. A workshop on June 22, 2026, brought together 75 participants representing member municipalities, First Nations, regional agencies, advisory committees, and transportation partners to work through the draft strategies in facilitated discussions. An online public survey, open from June 15 to July 5 on the CRD's Get Involved platform, received 2,579 responses and more than 3,000 written comments. Survey respondents came mostly from the core communities of Victoria, Saanich, Esquimalt, Oak Bay, and View Royal, and most were regular drivers; the largest age group was 65 and over. Meetings with First Nations are ongoing and will continue throughout the plan's development. Because the survey was open to anyone who chose to take part, its results reflect the views of participants rather than a representative sample of the region.

Four themes came through both the workshop and the survey. Respondents would like transportation to work consistently across the region; this was the workshop's most-discussed topic, and 87% of survey respondents chose regional consistency over each community deciding for itself. They would also like practical alternatives to driving: being able to get around without relying solely on a car was the survey's most-chosen priority, and what respondents said works least well, especially outside the core. Transit was first in line for improvement in both settings. And both groups named the same under-served communities, including the West Shore, the Peninsula, the Gulf Islands, rural areas, and people who cannot drive or cycle. The draft vision was well received, with 86% of survey respondents agreeing it reflects the future they want.

The two groups focused on different things: the workshop on how the region coordinates, governs, and pays for transportation, and the public on the system itself, especially cycling, transit, roads, and rail. The survey's structured questions showed support for alternatives to driving, including a connected walking and cycling network. Still, the written comments revealed division over bike lanes specifically, which drew more concern than support. The choice between building new routes and making better use of what exists split respondents almost evenly, and where people live shaped the answer: West Shore respondents leaned strongly toward building new, the core communities were evenly divided, and Gulf Islands respondents leaned toward improving what exists. And while the workshop developed new ways to pay for improvements, survey respondents ranked new funding approaches near the bottom. Rail stood out in the opposite direction: it was the public's most proposed solution, raised more than any other subject in the survey's closing question.

The feedback highlights six areas where the draft plan needs to provide clear direction. These are described further in section 6.

1. What regional coordination will look like in practice
2. How alternatives to driving will improve
3. The region's position on rapid transit and rail
4. When and why road space changes from one use to another
5. How communities and people with the fewest options will be served
6. How spending decisions will be made and explained

The project team will use this feedback, alongside technical analysis and other considerations, to refine the draft plan. Future engagement will allow participants to review the updated plan before it is presented to the CRD Board for approval, anticipated in 2027.

2. Project overview

The Capital Regional District is updating the Regional Transportation Plan to establish a shared vision and long-term approach for how people and goods move throughout the region over the next 30 years. The previous plan no longer reflects today's transportation needs, regional growth patterns, or emerging priorities, making this update an important opportunity to plan for the future.

The updated RTP will guide transportation decisions, priorities, and investments across the region. It will support coordination between the CRD, local governments, First Nations, regional transportation partners, the Province, and other organizations that share responsibility for planning, funding, delivering, and operating the transportation system. A key component of the updated plan is the Regional Multi-modal Network (RMN), which identifies the region's priority transportation corridors and connections and provides a framework for coordinating future transportation investments.

The capital region is growing and changing. Population growth, housing affordability, climate change, road safety, accessibility, changing travel patterns, and the movement of people and goods all influence how the transportation system must evolve. Addressing these challenges will require coordinated investment across multiple jurisdictions and organizations, each with distinct roles and responsibilities.

Public engagement is one input that will inform the plan. The project team will consider community and partner feedback alongside technical analysis, transportation data, regional and provincial priorities, funding opportunities, governance responsibilities, and implementation considerations when developing the final plan.

3. Engagement overview

Objectives of the Q2 2026 engagement

The Q2 2026 engagement phase built on what the project team heard during the first phase of engagement. While Q1 focused on understanding regional transportation challenges, priorities, and opportunities, Q2 asked participants to react to draft directions and strengthen the draft RTP.

This phase invited participants to test proposed approaches, consider trade-offs, and provide feedback on draft transportation priorities, governance considerations, and the emerging RMN. It also expanded engagement with the broader public to understand where priorities aligned and differed.

The objectives of this phase were to:

- Validate the emerging direction of the RTP
- Gather feedback on emerging ideas for actions, policies, and strategies being considered in the RTP
- Understand how participants weigh transportation trade-offs and investment priorities
- Explore perspectives on regional governance, decision-making, and implementation
- Identify opportunities to strengthen the draft plan

3.1 How this phase fits into the overall engagement process

The RTP is being developed through a staged process that builds on previous conversations and progressively tests and refines the plan, with each phase informing the next.

- **Q1 2026 — Validate priorities and early direction (complete)**
Engage municipal staff, committees, advisory groups, and regional partners to confirm key challenges and early priorities.
- **Q2 2026 — Refine draft strategies and key actions (complete)**
Test draft directions and trade-offs with governance bodies, partners, and the public to strengthen the draft RTP.
- **Q3 2026 — Engage RTAC and DPAC on technical components of plan**
Work with the Regional Transportation Advisory Committee and Development and Planning Advisory Committee on the technical components of the plan, including the Regional Multi-modal Network.
- **Q4 2026 – Q1 2027 — Refine the plan and confirm direction**
Refine the plan based on feedback, resolve outstanding questions, and confirm direction with governance bodies, including onboarding the new CRD Board following the 2026 municipal elections.
- **Q3 2027 — CRD Board approval**
Finalize the RTP and present it to the CRD Board for approval.

4. Who and how we engaged

The Q2 2026 engagement phase included two primary engagement activities: an in-person workshop and an online public survey. Together, these activities invited participants to review draft directions for the RTP, provide feedback on proposed transportation priorities, and identify opportunities to strengthen the plan before the next stage of development.

4.1 Regional Transportation Plan workshop

The RTP workshop was held on June 22, 2026, at the Scottish Community Centre in Victoria, B.C. The workshop brought together 75 participants representing member local governments, First Nations, regional agencies, advisory committees, transportation partners, and other invited organizations with a role in or interest in regional transportation planning. All 13 municipalities and two of the three electoral areas were represented, in nearly every case by both staff and elected officials.

Participants worked through a series of facilitated table discussions and interactive activities designed to encourage dialogue, identify areas of alignment and difference, and explore regional trade-offs. Activities included:

- Reviewing and discussing the draft RMN
- Identifying opportunities, gaps, and considerations for the draft network
- Exploring regional governance and decision-making considerations
- Providing feedback on draft transportation strategies and actions
- Identifying priorities, trade-offs, and implementation considerations

Facilitators captured feedback throughout the workshop using participant worksheets, table discussion notes, presentation materials, posters, and facilitator observations. Participants also recorded responses directly on activity materials where appropriate.

How we reviewed the feedback

The project team reviewed all workshop feedback to identify common themes, areas of alignment, differing perspectives, and opportunities to strengthen the draft Regional Transportation Plan. These themes informed the findings presented in this report.



4.2 Online public survey

The online public survey received 2,579 responses and was available on the CRD Get Involved engagement platform from June 15 to July 5, 2026. It invited members of the public to review key elements of the emerging RTP and provide feedback on transportation priorities, investment preferences, travel behaviours, and proposed directions for the region's transportation system.

The survey included multiple-choice, rating, ranking, mapping, and open-ended questions. Participants were asked about:

- Their current travel patterns and transportation choices
- Transportation priorities for the region
- Support for proposed transportation directions and investments
- Perspectives on trade-offs and future transportation priorities

Who took the survey

Respondents represented communities throughout the region, a range of age groups, and a variety of travel behaviours. The survey was open to all interested participants and was not designed as a statistically representative sample of the region. Results reflect the views and priorities of participants who chose to engage. A demographic summary of survey participants is provided below to help contextualize the findings presented in Section 5.2.

The survey drew 2,579 responses from across the region. Two-thirds of respondents, 68% (1,743), live in the core communities of Victoria, Saanich, Esquimalt, Oak Bay, and View Royal, while 19% (490) live in the West Shore, 8% (205) on the Saanich Peninsula, and 3% (71) on the Gulf Islands. Nearly all, 96%, live in the region full time, and just over a third also work here. 60% travel between different parts of the region at least a few times a week, 75% drive at least a few times a week, and 68% rarely or never take transit.

Respondents skew older. The single largest age group is 65 and over, at 24% (608), matching that group's share of the region's population in the 2021 Census. The survey also asked respondents about themselves so the CRD could understand whose experiences the results reflect. 12% (297) identify as having a disability or accessibility need that affects how they get around. 12% (292) identify as 2SLGBTQIA+, 5% (123) as a racialized person, 3% (78) as Indigenous, and 2% (54) as newcomers to Canada. Most respondents live in small households, with 46% (1,172) in two-person households and 19% (471) living alone.

How we reviewed the feedback

Closed-ended survey responses were summarized using descriptive statistics to identify overall trends and, where appropriate, differences across demographic and geographic groups. Open-ended responses were reviewed, coded, and grouped into common themes to identify recurring ideas, differing perspectives, and emerging issues. Participant quotes were selected to illustrate key themes while protecting participant anonymity.

4.3 Promotion and outreach

A mix of direct, digital, media, social and community-based channels helped build awareness of the engagement and provided multiple ways for people across the region to participate.



Direct invitations and partner outreach: Workshop participants received direct invitations and follow-up communication. The survey was also distributed through municipal contacts, CRD recreation centres, Southern Gulf Islands community liaisons, post-secondary institutions, Indigenous partners, and other regional organizations to extend its reach.



CRD digital channels: The survey was promoted through the CRD Get Involved platform, CRD website, and email newsletters. During the engagement period, the Get Involved project page received 4,722 visitors, and the survey was promoted through email newsletters to more than 1,300 subscribers across the CRD and Get Involved mailing lists.



Media and advertising: A regional media release generated coverage in local media outlets across the capital region, while a print advertisement in the *Victoria Times Colonist* reached an estimated 35,000 readers.



Social media: The CRD promoted the survey on Facebook, Instagram and YouTube, using a mix of organic and paid content. Campaign content generated more than 21,000 unique views, 46,000 video views, and hundreds of participant interactions throughout the engagement period.



Community outreach: Printed posters with QR codes and in-person outreach at community events, including the *Share the Trail* information booth and the *Saanich Strawberry Festival*, provided additional opportunities for people to learn about the project and participate in the survey.

4.3 First Nations engagement

All First Nations in the region were invited to participate in the Regional Transportation Plan workshop. Nations that were unable to attend but wished to provide input were invited to meet individually with the project team.

These meetings provided an opportunity to review the workshop materials, discuss regional transportation priorities, and share community-specific perspectives and priorities. Input from these meetings was documented and incorporated into the overall analysis, alongside feedback from the workshop and the online public survey. Meetings with all Nations have not yet taken place, and engagement with First Nations will continue throughout the development of the Regional Transportation Plan.

5. What we learned

5.1 What the workshop told us

While workshop discussions focused on different aspects of the emerging RTP, many topics emerged across multiple stations. The themes below reflect the issues participants raised most consistently throughout the workshop, rather than the order or structure of the discussions themselves.

Regional coordination and CRD role (600 references)

Coordination across the region's 13 municipalities and three electoral areas was the most frequently raised subject, surfacing in every strategy discussion. Participants described a region working in silos: design standards, lane regulations, and construction plans that change at municipal boundaries, and housing decisions made without connection to transportation plans. There were many requests for one plan, consistent standards, and alignment between the RMN and municipal Official Community Plans. Participants differed on how far this should go. Some raised concerns about an amalgamation or a plan with real authority, while others cautioned against the CRD reaching into decisions that belong to municipal councils.

Prioritization and implementation planning (487 references)

Participants generally supported a clearer approach to prioritization and trade-offs: defined corridor types (*"transit priority, active transportation priority, goods movement"*), clear criteria for what gets built first, and early protection of rapid transit corridors before development makes them unavailable. Participants also requested transportation demand management (TDM) measures that encourage people to drive less or at different times. Solutions included proposals to work through large employers on parking pricing, transit passes, and staggered start times. Views diverged on pace. Some pressed for a bold long-term vision, while others argued that steady, visible progress is what keeps the public onside.

Communication and engagement (369 references)

Participants broadly supported building public understanding of the plan early, including clearly explaining the purpose of corridor changes; engaging youth, seniors, people who face accessibility barriers, and goods-movement companies; and holding regular working sessions between CRD and municipal staff rather than one-off consultations. Participants cited the City of Victoria Crystal Pool engagement as a model for meeting people where they are. Participants differed on how hard this would be. Some believed that better communication and pilot projects could win acceptance. Others described a deeper challenge: changing habits, observing that people make decisions based on values and social bias at least as much as on cost.

Cost, funding and affordability (360 references)

Participants consider current funding tools inadequate and offered many alternatives: capturing a share of rising land value near transit investments, hotel and vehicle taxes,

congestion pricing, redirected parking revenue, and public-private partnerships. Many emphasized securing guaranteed ongoing funding over one-off grants and stronger advocacy to senior governments. Enthusiasm for new revenue tools ran up against warnings about public tolerance. *"Property tax fatigue"* was named more than once, and calls for subsidized passes for low-income residents tempered pricing proposals.

Governance and decision-making (283 references)

Divided jurisdiction among BC Transit, the CRD, and local governments was repeatedly cited as a barrier in the current system. Participants pointed to the BC Transit Act as an obstacle to reform. They described the difficulty of reaching agreement across 13 municipalities and three electoral areas with unequal voting weight and leadership that changes with each election. This was among the most divided themes. Some wanted a central transportation authority with real power, while others defended municipal independence and doubted councils would hand over zoning or operational powers.

Data, metrics, and accountability (262 references)

Participants broadly supported establishing a regional data and performance function giving every municipality access to the same evidence: shared modelling, coordinated collection, open public reporting, and consistent standards. The recurring message was accountability, including the *"ability to draw clear linkages between investments and outcomes"* and proof that what benefits the region also benefits local communities. Several flagged measurement gaps, such as demand that stays invisible because poor service discourages people from trying transit. Agreement on the need was broad. Disagreement centred on how much data is worth collecting, at what cost, and who would manage it.

Accessibility and equity (248 references)

Equity ran through the workshop in three forms. Geographic equity was the largest. Participants named the Peninsula, Sooke, Metchosin, the Southern Gulf Islands, and the Electoral Areas as communities at risk of being underserved. They questioned whether rural projects can pass a *"regionally significant"* test. Second was who the system serves: giving priority-setting weight to income, ability, and existing travel options, and attention to youth and older residents who cannot drive or cycle. Third was who decides, from unequal voting power at the CRD Board to partnering with First Nations on funding and on extending the network into their communities. The tension named most directly was between fairness and efficiency in choosing investments.

Public transit and bus service (159 references)

Participants generally supported improving transit so it becomes a more practical alternative to driving, including dedicated road space separating buses from traffic (Victoria's bus lanes were credited with 15- to 20-minute savings), improvements to entire routes rather than individual trouble spots, and practical connections between modes, such as ferry-to-bus-to-rolling. Fare changes were also cited as a tool, with Victoria's free transit for

13- to 18-year-olds cited as driving a large increase in ridership. Differences centred on where investment should land: connecting rural residents to transit hubs versus increasing frequency on urban routes.

Cycling and active transportation (123 references)

Participants described a network that operates within municipalities and breaks down between them: design standards that shift at boundaries, inconsistent crossing rules on regional trails, and lighting gaps, such as from Metchosin to Colwood. Participants generally supported treating trails as transportation routes rather than recreation, and clearer management of e-bikes and scooters, particularly their speed on shared paths and conflicts with other users. The main divergence was between expanding the network and managing conflicts over what already exists.

Roads, traffic, and congestion (95 references)

Participants felt that road reliability is fragile, noting that a single collision or construction project slows the region considerably, and is constrained, since most CRD land is already developed. Participants proposed securing road corridors for future needs, coordinating signal timing across boundaries, and a regional approach to construction communication. Views split between managing demand through peak-time pricing or staggered start times, and building to accommodate it.

Parking (46 references)

Parking was framed as an underused tool currently fragmented across municipalities, with only one charging for it. Proposals included a regional parking authority and requiring larger employers to charge for parking, with revenue going toward transit and other alternatives. The main point of difference was over revenue: people expect parking money to stay where it was collected, and the City of Victoria, which already counts it in its budget, would be hard-pressed to share it.

Walking and pedestrian infrastructure (41 references)

Participants generally supported more consistent and predictable walking conditions across the region: shared design standards for trail crossings, protection from commercial vehicles and faster e-bikes and scooters, and fixes to gaps in sidewalk connections. The open question was mainly whether the region should set the standards and municipalities deliver them.

Rail and rapid transit (32 references)

Participants urged the region to keep rail and rapid transit alive as long-term options by acting now: identifying corridors, buying land early, and including the Island rail corridor in the network, with First Nations along it involved. Views differed on framing. Rail advocates sat on one side, and on the other, a caution that labelling the E&N a rail corridor closes off other possibilities: *"It should be framed as a transportation corridor to maximize flexibility."*

Environment and climate (23 references)

Participants wanted climate built directly into funding and investment decisions rather than handled separately: climate and equity as investment criteria, resilience to extreme weather as an evaluation factor, and vehicle taxes by weight or fuel type. Differences were about tools, pricing versus incentives, not about whether climate belongs in the plan.

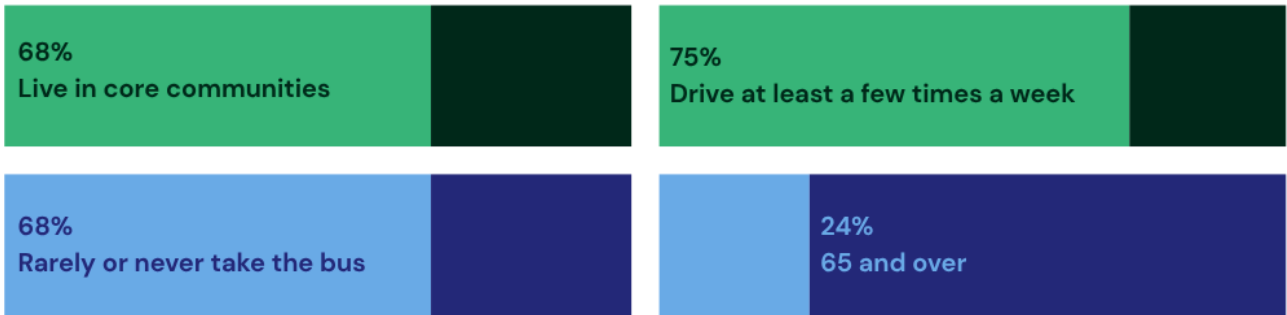
Ferries and marine transportation (11 references)

A small number of comments asked the plan to “*consider role of waterways*”: a passenger ferry between the Westshore and downtown, BC Ferries at the regional table, and terminals designed so a ferry-to-bus-to-rolling trip actually works.

5.2 What the survey told us

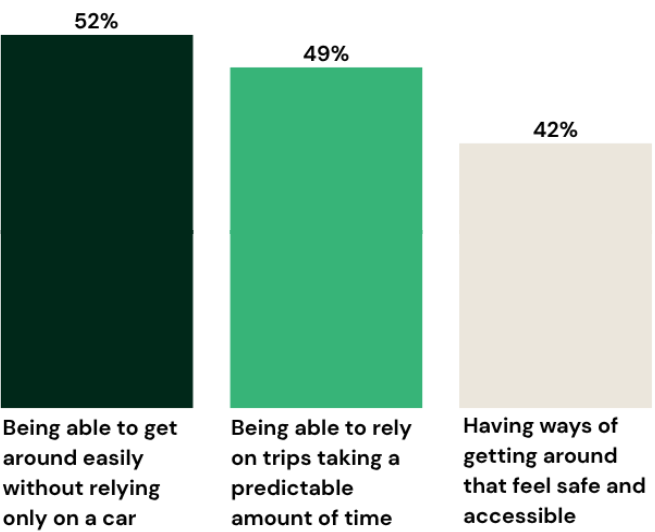
Who took the survey

The survey opened by asking people about their connection to the region and how they get around: 68% (1,743) live in the core communities of Victoria, Saanich, Esquimalt, Oak Bay, and View Royal, 75% (1,921) drive at least a few times a week, and 68% (1,708) rarely or never take the bus. The single largest age group is 65 and over, at 24% (608).



What people want most

The survey listed six outcomes a transportation system could deliver, including safety, predictable travel times, affordability, and cleaner air, and asked respondents to pick the two that matter most to them. The top pick was “*being able to get around easily without relying only on a car,*” chosen by 52% (1,350). Close behind were trips that take a predictable amount of time at 49% (1,248) and ways of getting around that feel safe and accessible at 42% (1,073).





Where people want improvement first

Because many different governments and agencies run the region's transportation, the survey asked where people would most like to see it *"work better together,"* offering a list ranging from transit to truck routes. Transit service connecting key destinations came first at 69% (1,760), followed by major roads with coordinated signals at 61% (1,577) and connected walking and cycling routes at 50% (1,282).



A separate question asked what the CRD should tackle first if it could only focus on two things, and the top answer was defining and improving the region's key transportation network, chosen by 61% (1,549).

Most respondents support the draft vision

The survey included the draft vision statement for the RTP, a short description of how getting around the region should work in the future, and asked whether it reflects the future they'd like to see. 86% of those who answered (2,184) agreed or strongly agreed. Only 14% (365) disagreed. Support was steady everywhere in the region, from 81% on the Peninsula to 86% in the core.



Where respondents made clear choices

The survey presented four pairs of competing options, both desirable, and asked which felt more important. These questions force a choice, revealing what people would prioritize when the plan can't do everything at once. Three produced decisive answers: respondents chose making it easier for people to get around over making it easier for goods and deliveries to move (89%, or 2,256), having transportation work consistently across the region over letting each community decide for itself (87%, or 2,214), and getting places faster over paying less (76%, or 1,911).



A close split on the fourth trade-off, shaped by geography

The fourth pair asked whether it's more important to build new routes and connections, even at a higher cost, or to make better use of what the region already has. This was the survey's closest result: 53% (1,355) chose building new, compared with 47% (1,188) who chose improving what exists. West Shore respondents strongly favoured building new (67%), the core was split down the middle (50%), and Gulf Islands respondents leaned the other way (35%).



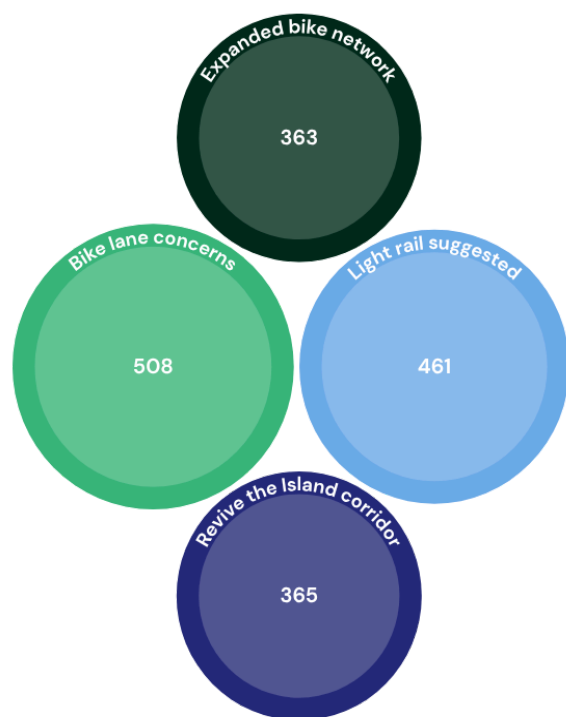
The biggest problem people reported:

The survey asked people to rate how well eight parts of getting around work for them today, from reaching destinations to feeling safe along the way. The worst-rated was *"having options for how I travel, beyond driving on my own,"* which 39% (1,013) said doesn't work. That number was around half for people in the West Shore (53%), the Peninsula (53%), and the Gulf Islands

(48%), but only a third in the core (33%). In other words, the further from the core people live, the fewer realistic alternatives to driving they have.

In their own words, people described a system that isn't working and often proposed rail as the fix.

The survey collected 3,186 written comments. Of the comments about getting around today, 67% (1,106) were negative. Cycling came up more than any other topic (1,203 mentions) and split opinion: 508 mentions raised concerns about bike lanes, while 363 supported expanding the network. Transit gaps and congestion followed. Rail was the most common suggestion, with 461 mentions of light rail and 365 of reviving the Island rail corridor, and very few comments against it.



5.3 What we heard across both engagement inputs

The workshop and online public survey explored many of the same transportation issues from different perspectives. While each engagement activity had a different purpose and audience, several themes emerged consistently across both. This section highlights where feedback aligned and where participants emphasized different priorities or approaches.

Shared support for a coordinated regional approach. Coordination across the 13 municipalities and three electoral areas was the workshop's most-discussed subject by a wide margin (600 references), with participants calling for a single plan, consistent standards, and routes that don't change at municipal boundaries. The public backed this almost unanimously. Given a direct choice, 87% (2,214) chose having transportation work consistently across the region over letting each community decide for itself, and only 41 of 2,569 respondents said no further coordination is needed. The public's written comments were consistent with the workshop feedback: bike paths that end suddenly, construction closures that aren't coordinated, and signage that changes from one municipality to the next.

Shared focus on reducing reliance on driving. The specific idea raised most often in the workshop was encouraging people to drive less by making alternatives practical, and sharing solutions such as working with large employers on transit passes and parking pricing, staggering work and school start times, and improving service so the bus is a real option. The survey suggests respondents would welcome that. When asked to pick the two things that

matter most to them from a list of six, more respondents chose *"being able to get around easily without relying only on a car"* than anything else: 52% (1,350). And when asked to rate how well eight parts of getting around work for them today, the worst-rated was having options for how to travel beyond driving alone, which 39% (1,013) said doesn't work. In other words, the alternative to driving is both the thing people want most and the thing they say works least well today. That's striking coming from this group of respondents, three-quarters of whom drive at least a few times a week: many people currently in cars are saying they'd rather not have to be.

Transit was identified as the leading priority across all participants. Workshop participants called for protected transit corridors, better service levels, and intermodal connections. The public agreed on the order of operations: transit was where most respondents wanted to see transportation work better together (69%, or 1,760), and it was the most frequently raised subject when they described getting around today.

Consistent concerns about underserved communities. Both engagements raised the same concern: that a plan built around the urban core could leave the region's smaller and rural communities behind. Workshop participants questioned whether projects in places like Sooke, the Peninsula, and the Gulf Islands could qualify as *"regionally significant."* Survey results back the concern with experience: about half of respondents in the West Shore (53%), on the Peninsula (53%), and on the Gulf Islands (48%) said their options beyond driving don't work, compared to a third in the core (33%). The written comments gave examples: ferry service on the Gulf Islands that hasn't kept pace with population, and rural residents paying transit taxes for service that doesn't reach them.

Interest in rail, with different levels of urgency. Workshop participants urged the region to identify rapid transit corridors and secure land now, warning that *"waiting for coordination while we lose corridors"* is itself a decision. The public went further: rail was their most proposed solution, with 849 mentions across the written comments and very little dissent, and it was the single most raised subject in the survey's closing question.

Workshop concerns about public acceptance are reflected in survey results. Workshop participants warned that public support couldn't be taken for granted, especially for changes that take away road space. The survey confirms it in three places. People disagreed about how important it is to be able to get around without a car: 51% (1,303) called it very important, but 15% (376) said it's not important at all, the widest split of anything the survey asked people to rate. People disagreed about building new versus fixing what exists, 53% (1,355) to 47% (1,188), with the West Shore wanting new construction and the core and Gulf Islands leaning the other way. And in the written comments, people disagreed most about bike lanes, with 508 mentions raising concerns against 363 in support. The survey's

structured questions did not directly ask about bike lanes. The closest question asked where transportation should work better together, and half of respondents (1,282) chose a connected walking and cycling network as one of their answers. Concerns about bike lanes emerged when people could raise the subject in their own words in the written comments.

5.4 Where perspectives differed

Differences between the workshop and survey reflect both the different audiences and the questions participants were asked. Several differences, however, point to differing perspectives on what the plan should prioritize.

Areas of emphasis in each engagement. The workshop's six largest themes were all about process: coordination (600 references), setting priorities (487), public buy-in (369), funding (360), governance (283), and data (262). The public's four largest themes were all about modes: cycling (1,203 mentions), transit (1,152), roads (1,070), and rail (849). Governance and data, which together accounted for a third of the workshop conversation, barely appear in the public's 3,186 comments.

Perspectives on cycling infrastructure. Workshop participants treated the cycling network as a shared goal with practical problems: gaps at boundaries, inconsistent crossings, and e-bike conflicts. Their disagreements were about how to build it. In the survey, the disagreement is about whether to build it. Concerns about bike lanes were among the most prominent themes in the comments, with respondents arguing that the lanes serve a small minority, worsen congestion, and consume road space and parking.

Attention to roads and congestion. Roads were discussed in the workshop, where the prevailing view was that most of the region is already built out and that the answer to congestion lies in managing demand. The public gave roads greater attention, and a substantial share called for capacity improvements: more lanes, interchanges, synchronized signals, and, above all, a second road in and out of Sooke, which residents framed as an evacuation risk.

Perspectives on rail. The workshop was cautious about rail, focusing on protecting corridors and keeping options open, including a warning that framing the E&N as a rail corridor "only" closes off flexibility. The public was emphatic: rail was their most frequently proposed solution, the most frequently raised subject in the survey's final question, and often cited as a condition of the plan's credibility.

Views on new funding approaches. The workshop generated a long list of new revenue ideas: congestion pricing, land value capture, vehicle and fuel taxes, and development charges. New funding approaches ranked near the bottom of the public's investment

priorities (22%), finding new ways to fund improvements was among the least chosen priorities (20%), and the written comments.

Priority placed on climate and goods movement. Workshop participants wove climate into their advice, proposing climate lenses for investment criteria and emissions-based taxes, and treating goods movement as one of the core corridor types. The public set both aside when forced to choose: only 16% picked reducing pollution as a top-two priority, only 16% picked goods movement, and 89% chose moving people over moving goods. Climate does appear in the public comments, but usually as a reason to build transit and rail rather than as a goal.

6. What the findings mean for the RTP

Taken together, the workshop and survey feedback point to six areas where the plan will need to provide clear direction. These are not recommendations; they are observations about where input was most consistent across the two engagements, and where views differ enough that the plan will be stronger if it states its position clearly.

01 On regional coordination

Across both engagement activities, stronger regional coordination was identified as a leading expectation. The plan will need to identify which parts of the transportation system would benefit most from regional coordination and leadership, the types of regional actions, policies, and partnerships that will support greater consistency across the region, and the ways the CRD and its partners will work together to achieve the vision and outcomes set out in the plan.

02 On alternatives to driving

Across both engagements, people said they want practical alternatives to driving, and that the alternatives available today often don't work for them. Survey respondents rated getting around without relying only on a car as their top priority, and rated today's options beyond driving as the part of the system that works least well, especially outside the core communities. The plan should describe how it will improve access to practical, reliable, and connected alternatives to driving, particularly for communities with fewer transportation options.

03 On rapid transit

The workshop treated rapid transit as an option to protect, while the public viewed it as a solution to deliver. The plan will need to state a clear position on the region's preferred rapid transit network, including whether the existing Island Rail Corridor provides an appropriate option for higher-order rapid transit to connect the West Shore and the Regional Core, and identify which corridors should be prioritized for future detailed planning and development.

04 On road space and roads

This is where views ranged most widely, from removing bike lanes to expanding them, and from building new roads to opposing any expansion. The plan should explain when and why road space would change from one use to another, and the concern raised by residents of communities such as Sooke that rely on a single route in and out, which they described as a safety risk in an emergency

05 On communities the system serves least

Both engagements named the same groups: communities outside the core, and people who cannot drive or cycle. The plan will be stronger if it describes how it will serve them in specific terms rather than general language, including how decisions will account for people whose ways of getting around are limited.

06 On spending and public confidence

Survey respondents showed little appetite for new ways of paying for transportation, and a recurring theme questioned how existing money is spent. The plan should explain why new funding will be required to achieve the vision, how spending decisions will support the plan's outcomes, how benefits will be demonstrated, and how future work will determine appropriate funding mechanisms and programs while addressing concerns about fairness and value for money.

7. What happens next

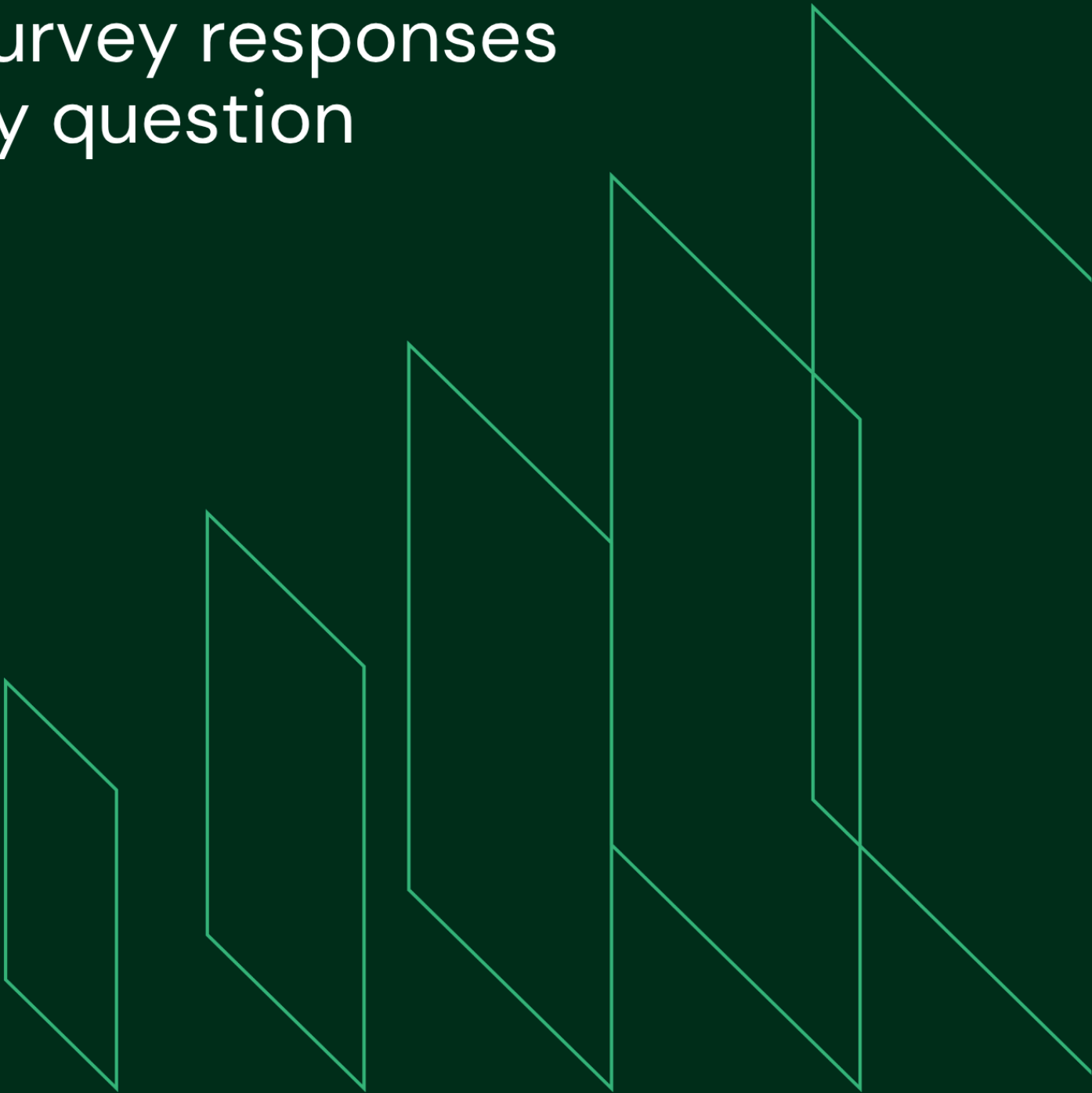
The project team will use the findings from this phase of engagement to refine the draft Regional Transportation Plan (RTP), including the Regional Multi-Modal Network, strategies, and actions. The updated draft will inform the next phase of engagement and ongoing discussions with regional partners.

The CRD will continue engaging local governments, First Nations, regional partners, interest holders, and the public as the RTP is refined. Future engagement will invite participants to review the updated plan, validate the proposed directions, and provide input before the final RTP is presented to the CRD Board for consideration.

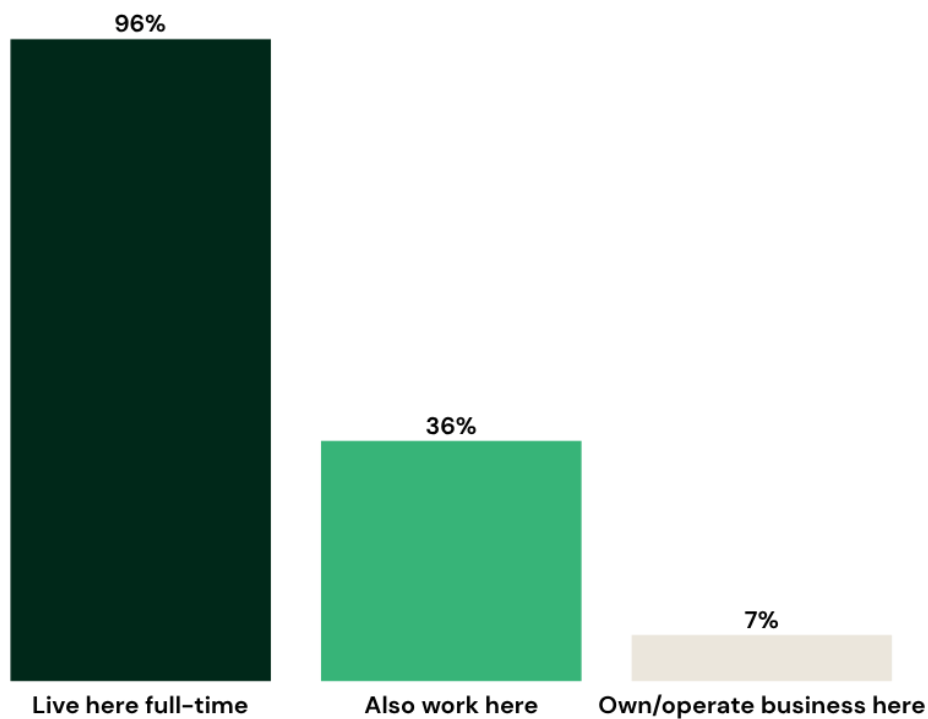
Thank you to everyone who participated in this phase of engagement. Your feedback will inform the next stage of the RTP alongside technical analysis, regional and provincial policy direction, funding considerations, jurisdictional responsibilities, governance, implementation planning, and CRD Board decision-making.

Appendix A

Survey responses by question



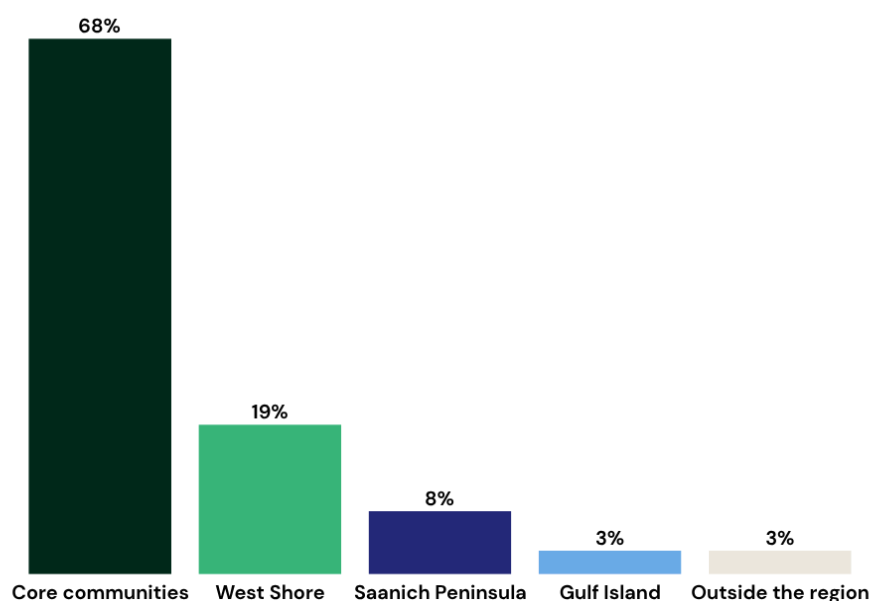
1. What is your main connection to the capital region? (Select all that apply)



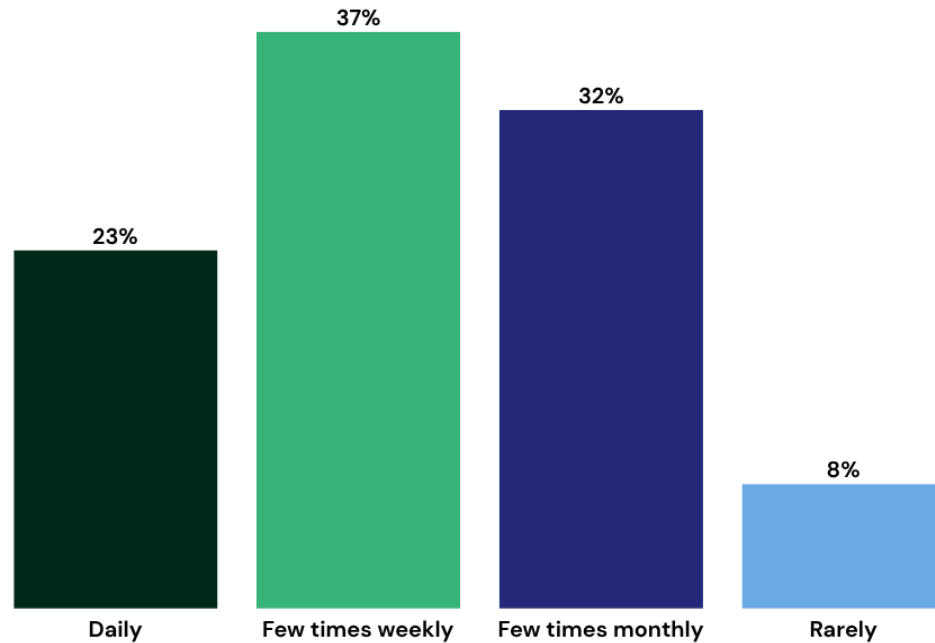
Almost everyone who responded lives here: 96% (2,457 of 2,571) live in the region full-time; 36% (916) also work here; 7% (169) own or operate a business here; and small numbers study here, visit regularly, or live here part-time.

2. What area of the region do you live in?

68% (1,743 of 2,577) live in the core communities of Victoria, Saanich, Esquimalt, Oak Bay, and View Royal. 19% (490) live in the West Shore, 8% (205) on the Saanich Peninsula, 3% (71) on the Gulf Islands, and 3% (65) outside the region.



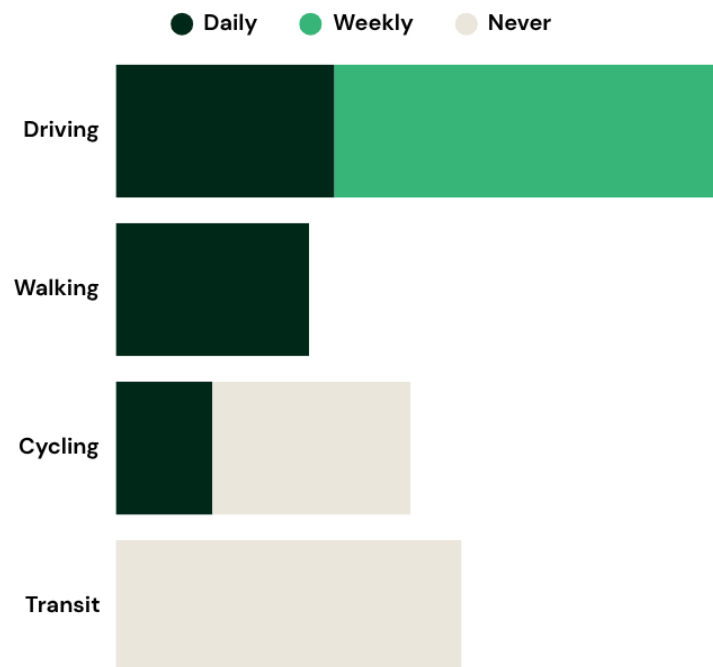
3. How often do you travel between different parts of the region?



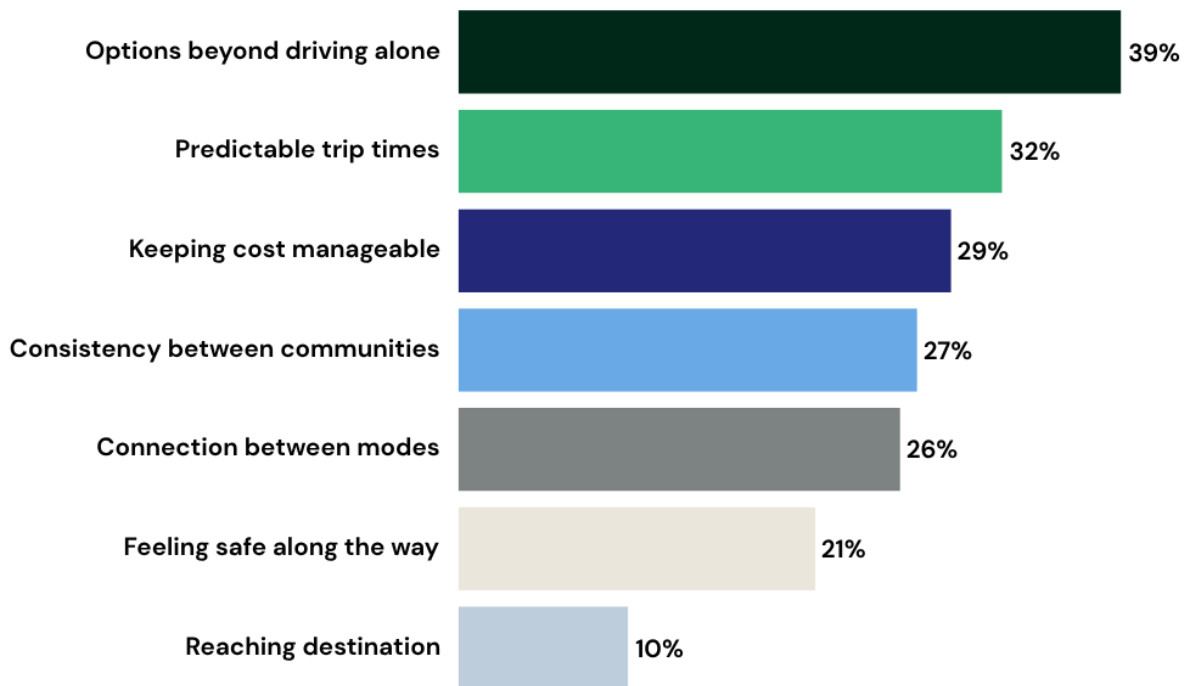
Most respondents make these trips regularly: 23% (582 of 2,577) travel between communities daily, and another 37% (957) a few times a week. 32% (833) do so a few times a month, and only 8% (201) rarely or almost never.

4. Thinking about a typical week, how often do you use each of the following ways of getting around the region?

75% of respondents (1,921 of 2,571) drive at least a few times a week, including 43% (1,098) who drive almost every day. By contrast, 68% (1,708 of 2,527) use transit rarely or never. Walking is the most common alternative, with 38% (955 of 2,514) walking almost every day. Cycling splits the group: 39% (993 of 2,527) never cycle, while 19% (487) cycle almost daily. Scooters and skateboards, taxis and ride-hailing, and ferries are rarely or never used by about nine in ten respondents.



5. Thinking about your overall experience travelling between communities in the region, how well does each of the following work for you?



The weakest area is having options beyond driving alone, which 39% (1,013 of 2,568) of respondents said doesn't work. Predictable trip times don't work for 32% (827 of 2,568), keeping costs manageable doesn't work for 29% (736 of 2,562), consistency between communities doesn't work for 27% (694 of 2,566), and connections between buses, walking paths, and cycling routes don't work for 26% (663 of 2,567). Feeling safe along the way fared better, not working for 21% (549 of 2,570), and simply being able to reach destinations fared best, not working for only 13% (338 of 2,569). For the 1,394 respondents who travel to or from the Gulf Islands, 32% (445) said that the connection doesn't work.



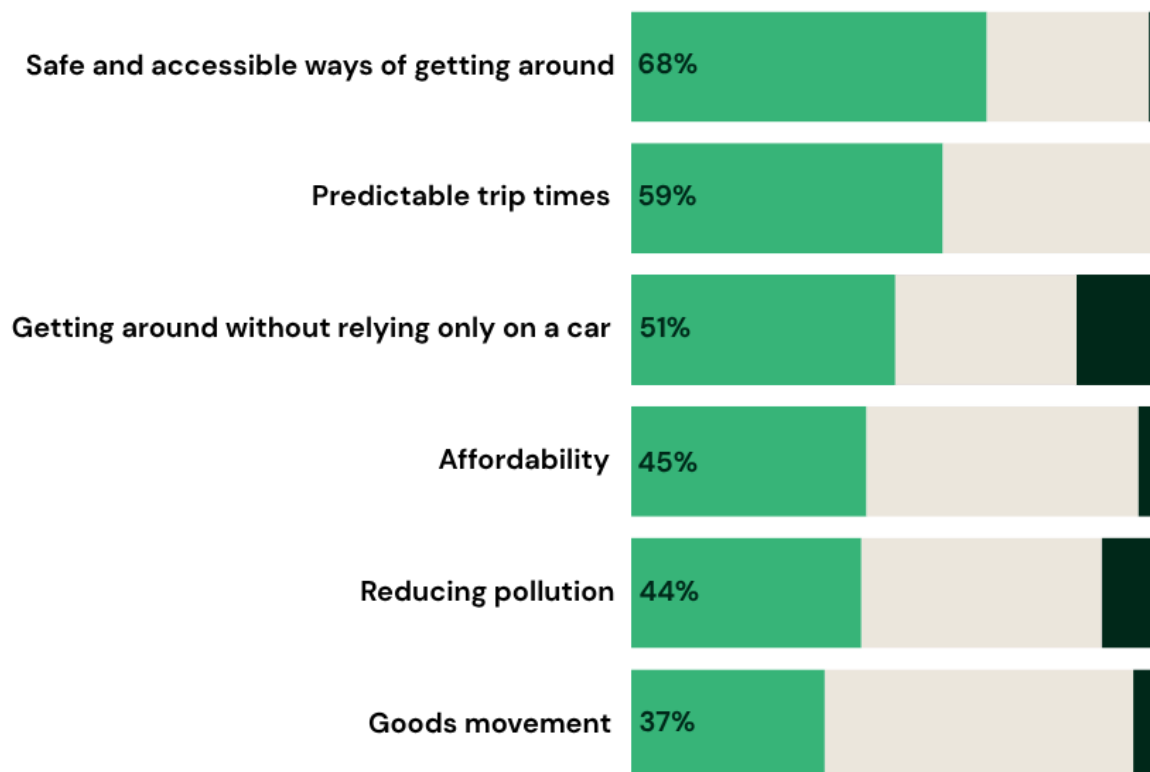
6. Is there anything else you'd like to tell us about getting around the region?

This was an open-ended question. The responses have been summarized into the following high-level themes:

- **Public transit and bus service (708 mentions):** The most raised subject, and a consistent one: buses don't go where people need them, often enough or fast enough. Coverage and connections drew 327 mentions, describing missed transfers, long trips to the ferry, airport, and hospital, and places like rural Saanich, the Highlands, and Otter Point with little or no service. Frequency and reliability followed at 241 mentions. Many wrote as willing riders held back by the system: *"The time difference between driving and taking public transit is really discouraging."*
- **Cycling and active transportation (693 mentions):** The most divided subject. Concerns about bike lane impacts (264 mentions) edged out support for the cycling network (209 mentions), with critics writing that lane reductions have worsened congestion and blocked emergency vehicles, and supporters asking for more: *"My family and I would love more protected bike lanes."* Both sides raised concerns about routes that end at municipal boundaries and the speed of e-bikes and scooters on shared trails.
- **Roads, traffic and congestion (662 mentions):** Congestion between the West Shore and Victoria, on Highway 17, and at known choke points dominated, with many describing travel that takes far longer than it used to: *"Victoria used to be a 20-minute drive to anywhere, now it is easily double that."* Construction volume and poor coordination of closures drew 170 mentions, and frustration with traffic calming and lane reductions drew 113.
- **Rail and rapid transit (297 mentions):** Many pointed to rail as a missing transportation link, split between light rail (149) and reviving the Island rail corridor (135):
- **Walking and pedestrian infrastructure (202 mentions):** Respondents described missing sidewalks, poor lighting, few crosswalks, and conflict with faster wheels:
- **Accessibility and equity (153 mentions):** Seniors wrote that they cannot cycle and depend on driving and parking, people with disabilities described HandyDART as unreliable and accessibility as an afterthought (*"wheelchair and mobility aid access is often considered last"*), and residents of Sooke, the Gulf Islands, and rural areas described being left out of the network.
- **Regional coordination and the CRD's role (120 mentions):** Respondents described municipalities acting alone: *"Each municipality does its own thing. Construction closures are not coordinated... Sidewalks or bike paths end suddenly, signage is inconsistent."*

- **Parking (86 mentions):** These comments were overwhelmingly about downtown Victoria, where respondents described parking as expensive and hard to find, and many said it has changed their behaviour: they've stopped going downtown. Specific complaints included the change from free parking after 6 p.m. to after 8 p.m., construction crews occupying blocks of street parking, and new housing approved with little or no parking, pushing cars onto residential streets.
- **Ferries and marine transportation (62 mentions):** Gulf Islands residents described service that no longer matches their population: *"Need better & more frequent ferry service out of Fulford to Swartz Bay."* Others proposed a passenger ferry from West Shore to downtown.
- **Cost, funding and affordability (53 mentions):** Most comments (43) focused on public spending, with bike lanes the biggest target; respondents called them underused. Several described paying transit taxes with no service. Others argued the opposite: that transit is underfunded and that greater investment would pay off.
- **Environment and climate (50 mentions).** Comments connected car dependence to emissions and asked for better alternatives: *"I wish it was more affordable to take the bus. I own a vehicle but I would prefer to be able to support a public service."*

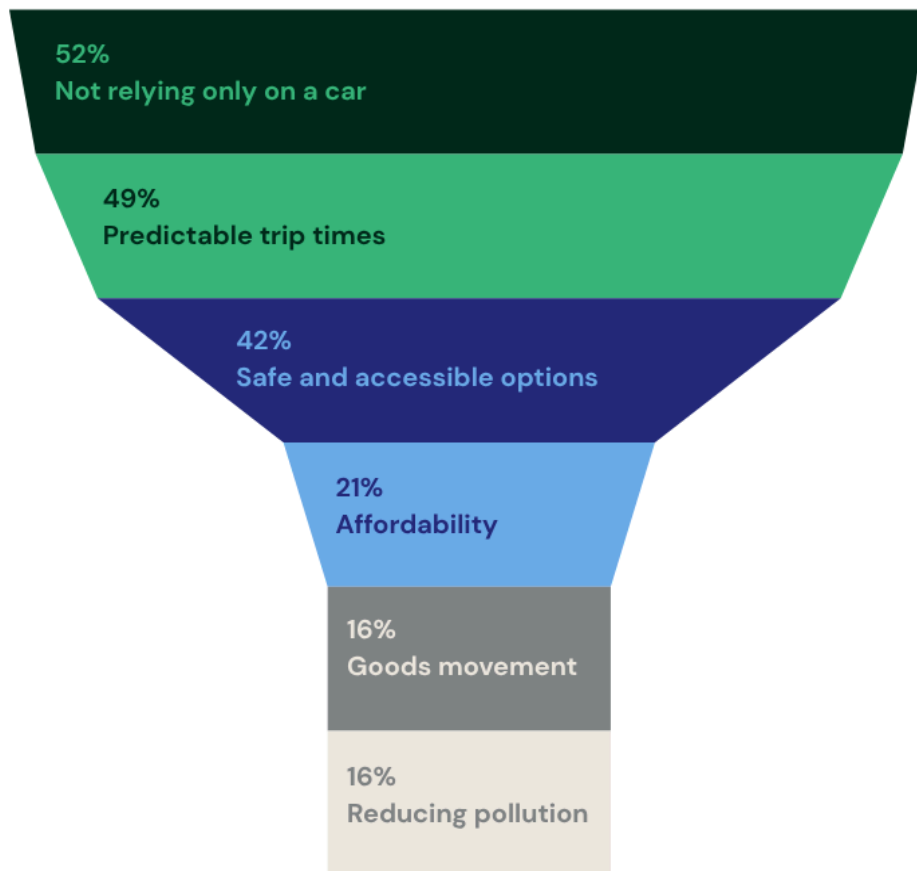
7. How important are each of these to you?



68% (1,751 of 2,569) selected safe and accessible ways of getting around as very important. Predictable trip times followed at 59% (1,529 of 2,572). Getting around without relying only on a car was very important to 51% (1,303 of 2,572) but not important to 15% (376), the widest spread in the list. Affordability (45%), reducing pollution (44%), and goods movement (37%) rounded out the ratings.

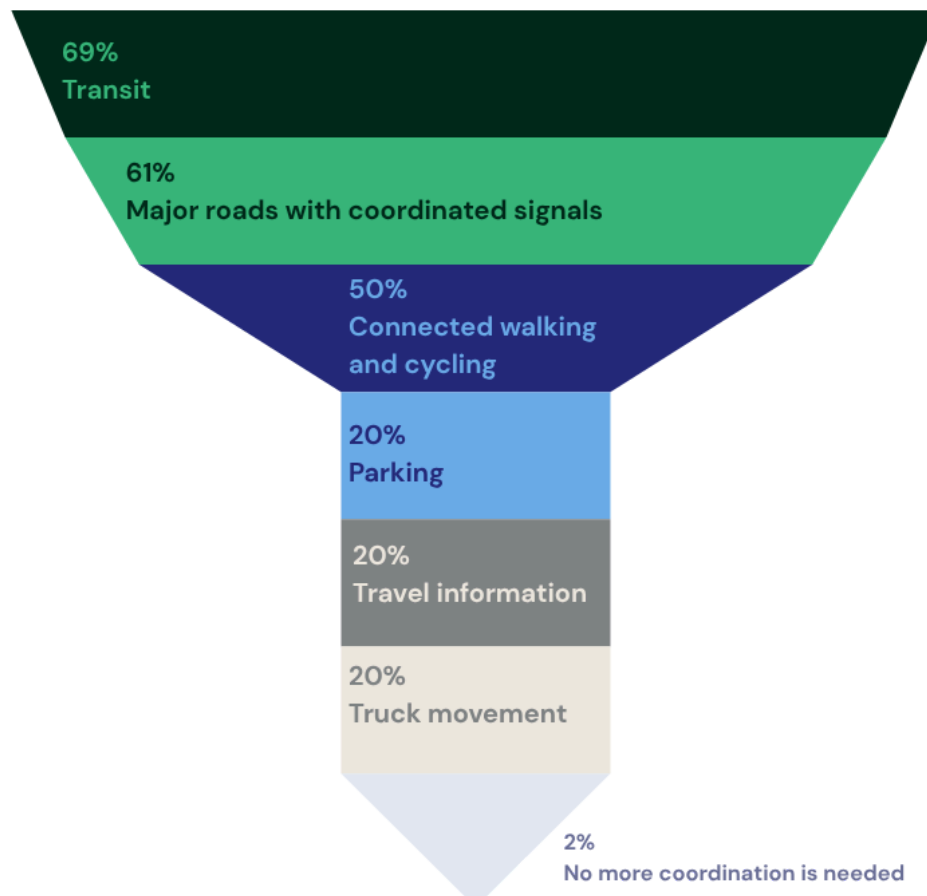
8. If you had to pick two, which of these would matter most to you? (Select up to two)

Respondents picked getting around without relying only on a car most often, at 52% (1,350 of 2,572), then predictable trip times at 49% (1,248) and safety at 42% (1,073). Affordability (21%), goods movement (16%), and pollution (16%) trailed well behind.



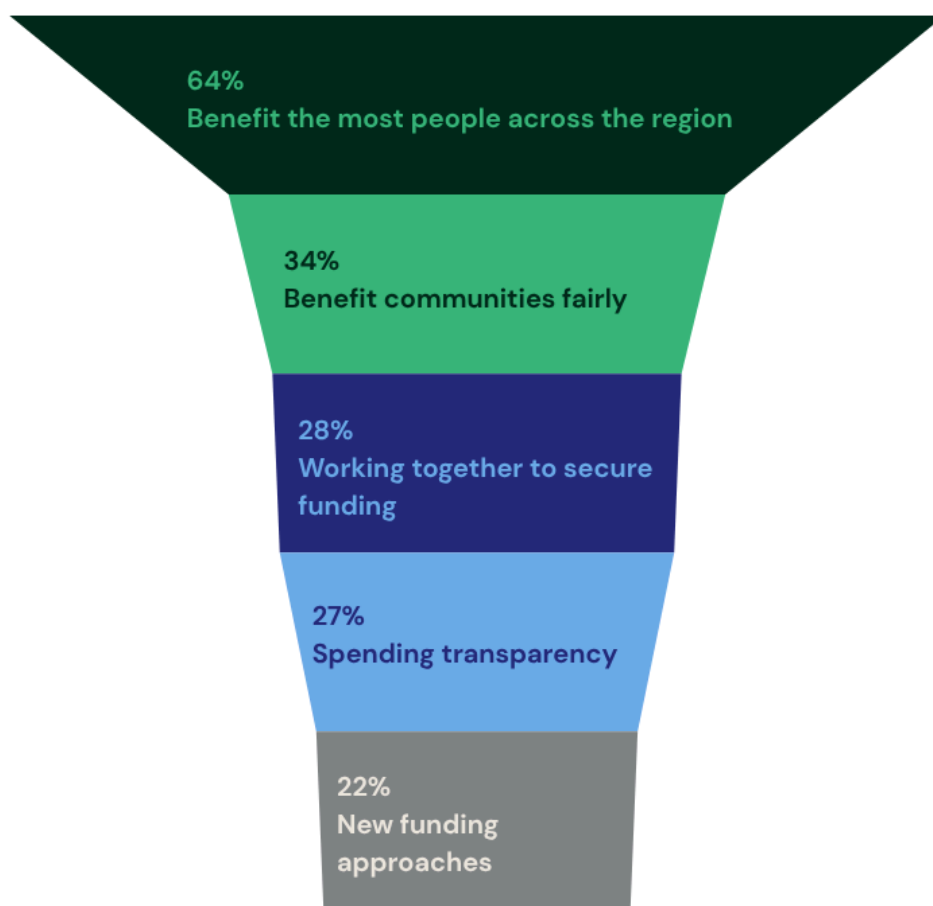
9. Where would you most like to see transportation work better together across the region? (Select up to three)

Transit came first at 69% (1,760 of 2,569), followed by major roads with coordinated signals and design at 61% (1,577), and a connected walking and cycling network at 50% (1,282). Parking and curbside access, shared travel information, and truck movement each drew about 20%, and only 2% (41) said no more coordination is needed.



10. As the CRD looks to invest in regional transportation improvements over the long term, what matters most to you? (Select up to two)

The most chosen principle was picking projects that benefit the most people across the region, at 64% (1,655 of 2,568). Making sure investments benefit communities fairly followed at 34% (878), then working together to secure provincial and federal funding at 28% (731), being clear and open about spending at 27% (695), and carefully examining new funding approaches at 22% (558).



11. Which of the options below feels more important to you? (building new routes vs making better use of what we have)



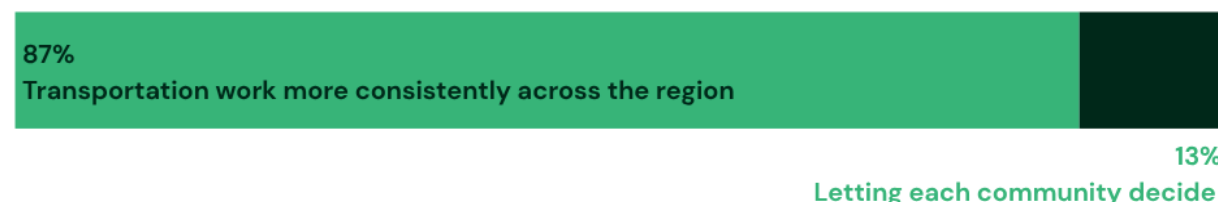
53% (1,355 of 2,543) chose building new routes and connections, even at a higher cost, while 47% (1,188) chose to make better use of what the region already has.

12. Which of the options below feels more important to you? (getting there faster vs paying less)



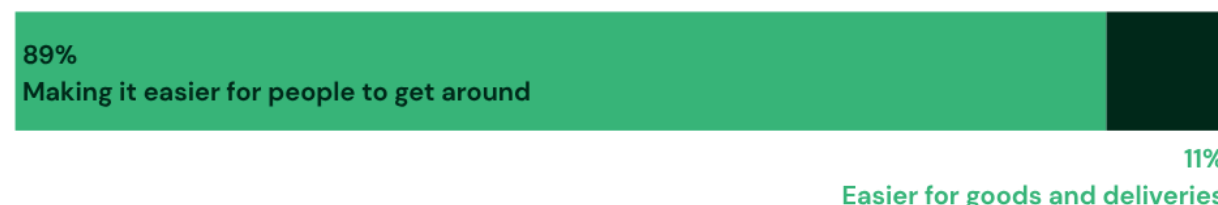
76% (1,911 of 2,519) chose getting where they're going faster over paying less (24%, or 608).

13. Which of the options below feels more important to you? (regional consistency vs local choice)



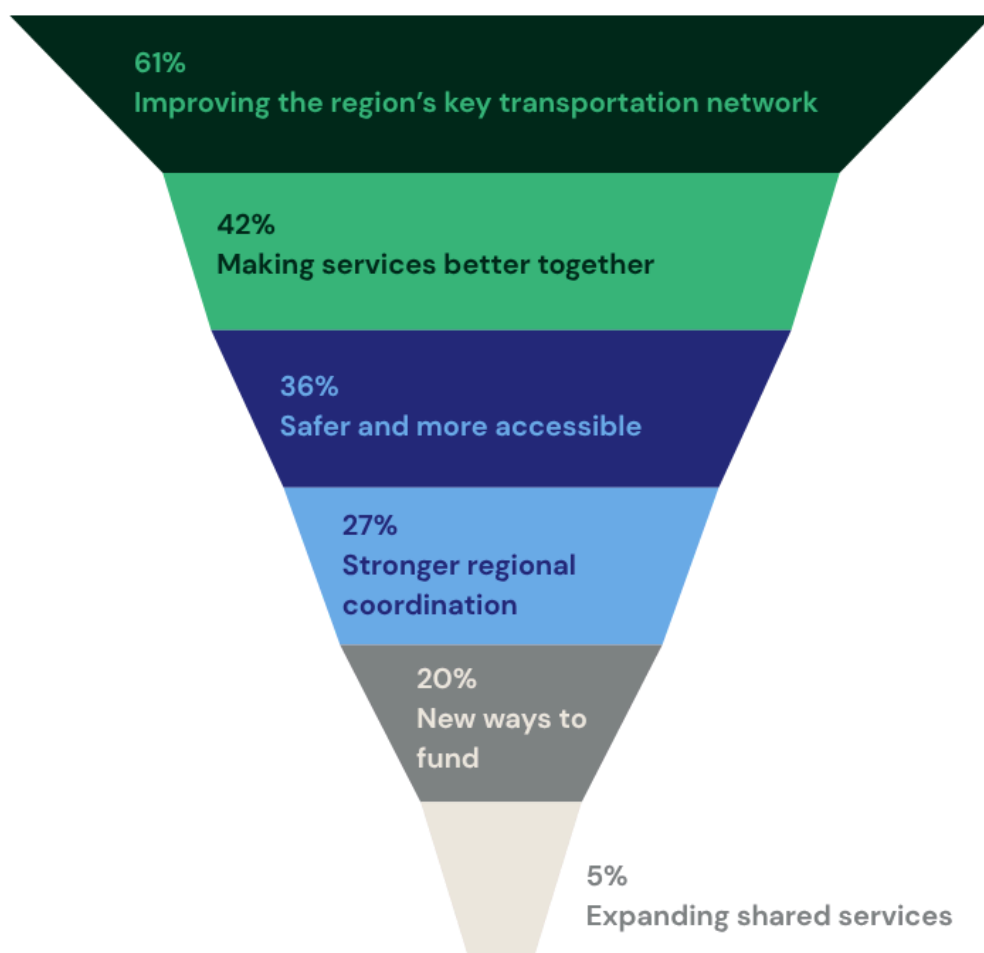
87% (2,214 of 2,541) chose having transportation work more consistently across the region over letting each community decide what works best for them (13%, or 327).

14. Which of the options below feels more important to you? (moving people vs moving goods)



89% (2,256 of 2,535) chose making it easier for people to get around over making it easier for goods and deliveries to move (11%, or 279).

**15. If the CRD could only focus on two things first, which two should they be?
(Select up to two)**



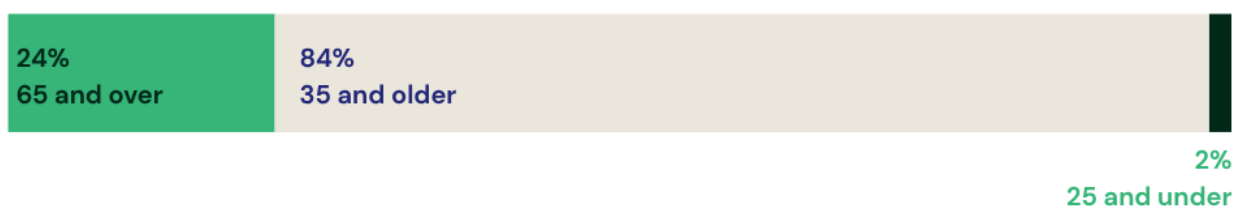
Defining and improving the region's key transportation network led at 61% (1,549 of 2,551), followed by making services work better together at 42% (1,071), safer and more accessible ways to get around at 36% (927), stronger regional coordination at 27% (698), new ways to fund improvements at 20% (509), and expanding shared services like bike share at 5% (117).

16. Does this vision reflect the future you'd like to see for getting around the region?



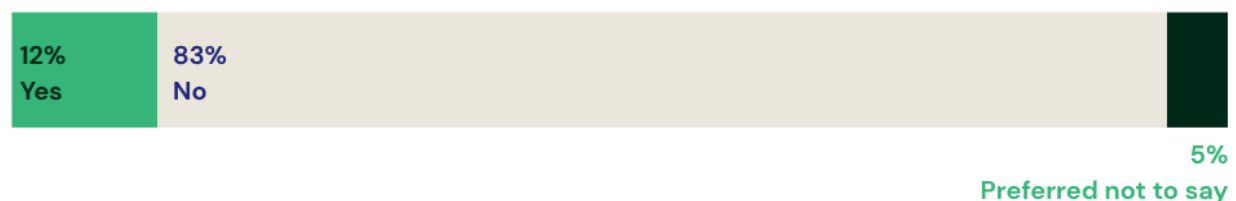
86% (2,184 of 2,549) agreed or strongly agreed that the vision reflects the future they'd like to see, including 31% (782) who strongly agreed. 14% (365) disagreed or strongly disagreed.

17. Which age group do you fall into?



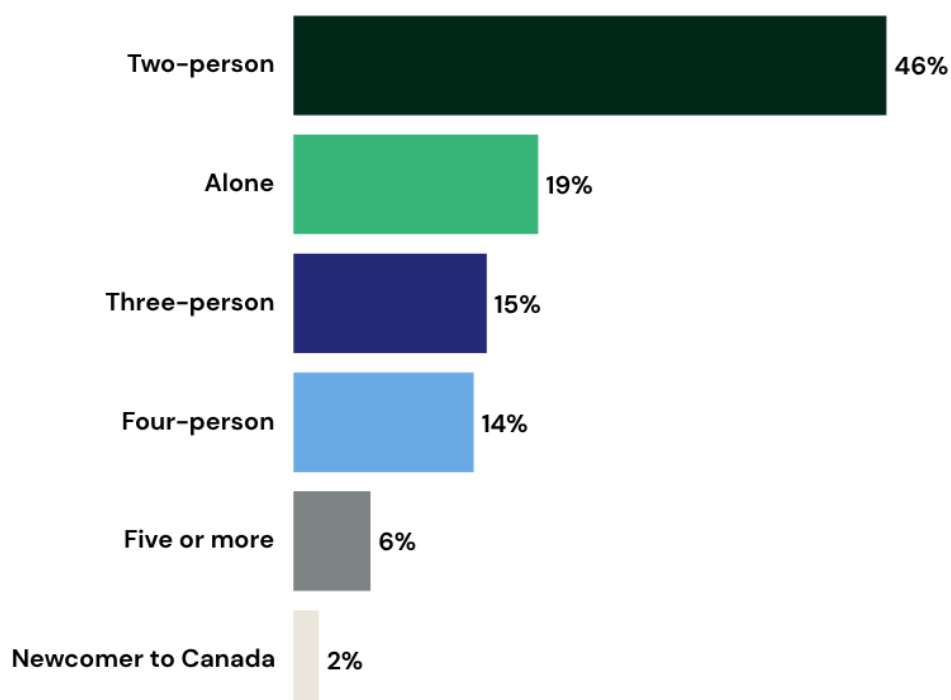
The largest age group is 65 and over at 24% (608 of 2,547), and 84% of respondents are 35 or older. Only 2% (54) are under 25.

18. Do you identify as a person with a disability or accessibility need that affects how you get around?



12% (297 of 2,464) said yes, 83% (2,047) said no, and 5% (120) preferred not to say.

19. Do you identify as a member of any of the following groups? (Select all that apply)

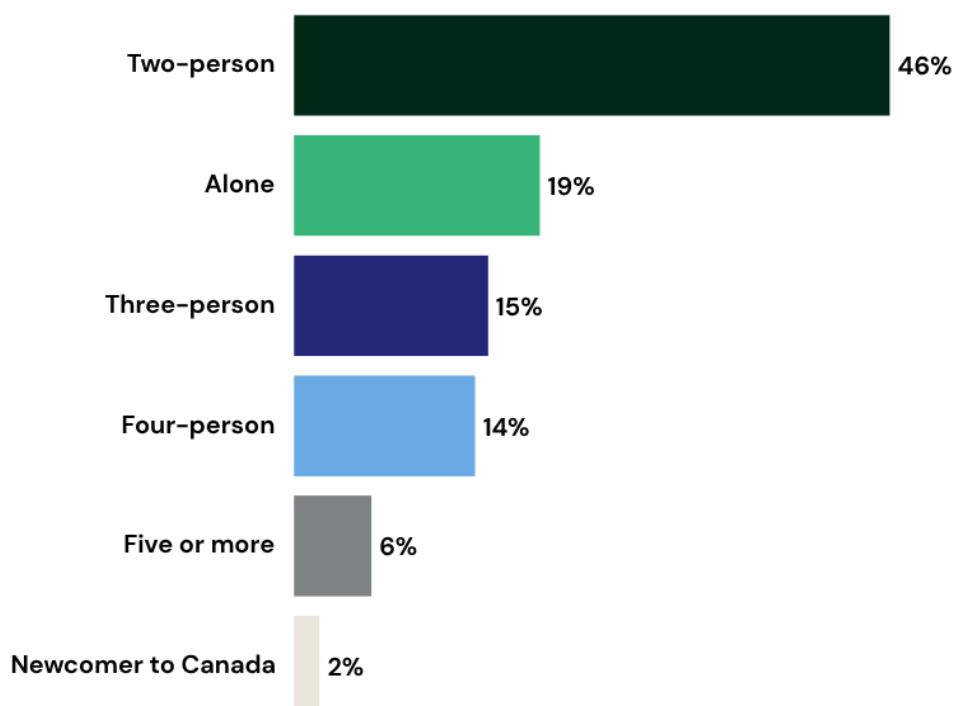


68% (1,634 of 2,400) selected none of the listed groups, and 12% (294) preferred not to say. 12% (292) identified as 2SLGBTQIA+, 5% (123) as a racialized person, 3% (78) as Indigenous, and 2% (54) as a newcomer to Canada. A further 66 respondents wrote in their own answer under "Other."

20. How many people live in your household, including yourself?

Most respondents live in small households: 46%

(1,172 of 2,544) in two-person households and 19% (471) alone. 15% (392) live in three-person households, 14% (356) in four, and 6% (153) in five or more.



21. Is there anything else you'd like the CRD to know as we develop the Regional Transportation Plan?

This was an open-ended question. The responses have been summarized into the following high-level themes:

- **Rail and rapid transit (552 mentions):** Light rail drew 312 mentions and the Island rail corridor 230, most often proposed to connect Victoria with the West Shore, Sooke, the Peninsula, and up-island, and framed as the plan's necessary centrepiece: *"A restoration of the railway should be part of the plan."* Dissent was rare, with a small number calling rail already studied and rejected.
- **Cycling and active transportation (510 mentions):** Concerns (244 mentions) again outnumbered support (154), ranging from calls to remove bike lanes to calls for better ones, alongside shared asks such as: *"A unified bike path plan is needed to ensure alignment between municipalities and to identify gaps."*
- **Public transit and bus service (444 mentions):** Comments centred on making transit genuinely competitive with driving through coverage, frequency, and speed, with bus priority again splitting opinion between more dedicated lanes and opening existing ones to carpools.
- **Roads, traffic and congestion (408 mentions):** The two largest threads were nearly tied: fix the basics (102 mentions), meaning synchronized traffic lights, roundabouts, and coordinating construction so parallel routes aren't closed at once; and stop taking away driving lanes (101 mentions), where respondents objected to car lanes removed for bike and bus lanes, though a smaller group wanted more traffic calming, not less. On building more roads (87 mentions), the most named project was a second road in and out of Sooke, which 25 comments flagged as an evacuation risk. Some wanted capacity built ahead of growth (*"Build for the future, not for the present"*), while others said the answer to congestion is rail and transit, not lanes.
- **Regional coordination and the CRD's role (246 mentions):** Respondents urged the CRD to align municipalities (*"Be a strong advocate and negotiator to get municipalities on board!"*), to tie transportation to housing growth so infrastructure comes with density, and, from a skeptical minority, to prove it can deliver at all.
- **Accessibility and equity (170 mentions):** Requests to design for seniors, people with disabilities, families facing youth fares, and communities outside the core, with the same underlying disagreement about whether car-oriented or car-limiting design is what excludes people.

- **Environment and climate (152 mentions):** Most urged the CRD to plan for fewer car trips through rail, transit, and cycling (*"Get youth on board and develop them as multi-modal transportation users"*), while a counter view argued that congestion itself causes pollution by leaving cars idling.
- **Cost, funding and affordability (132 mentions):** Most comments (43) were about how public money is spent, and about half of those objected to bike lane spending, calling the lanes underused and expensive relative to how many people cycle, and questioning whether they've delivered value. Smaller groups raised paying transit taxes in areas with little or no service, and construction wasted money due to poor coordination. A competing minority argued the opposite: that transit is underfunded, and larger investments like rail would pay off over time. The remaining ten comments were about personal costs, mainly that fares, gas, and parking make driving and transit both expensive, and for some, the deciding factor in staying in their cars.
- **Walking and pedestrian infrastructure (100 mentions):** The biggest safety concern was not cars but fast electric bikes and scooters, which several described as electric motorcycles overrunning shared paths. Sidewalk comments were specific: missing or obstructed sidewalks, poorly built wheelchair ramps, bus stops removed, forcing people to walk an extra half hour, and calls for pedestrian-only zones downtown, including making Douglas Street a bus-and-pedestrian corridor. Wayfinding asks included consistent right-of-way rules on the Goose and Lochside trails, road paint visible in the dark and rain, and plain explanations of shared-street markings that *"very few motorists know how to navigate."*
- **Parking (76 mentions):** Respondents described street parking, accessible spots, and parking near medical offices disappearing to bike lanes, and new condo developments approved with too little parking, pushing cars onto streets. Seniors and people with disabilities were the most affected voices: *"Please don't take away all access to parking. I've had disabilities since my early 30s and various parts of the region have become inaccessible to me."* The constructive ask was park-and-ride, from free parking at the Langford Exchange to new lots tied to future rail service. A small group argued the opposite, that downtown should be car-free and major routes should move traffic, not store it.
- **Ferries and marine transportation (48 mentions):** Many of the comments suggested a passenger ferry between the West Shore, Royal Bay, or Colwood and downtown as the fix for the Colwood Crawl and the growth coming at Royal Bay, including reviving the old ferry run to the naval base.

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT **AAP Results & Adoption for Bylaw No. 4699 - Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026**

ISSUE SUMMARY

To report back on the results of the Alternative Approval Process for Bylaw No. 4699 and advance the bylaw for adoption.

BACKGROUND

At its meeting held March 11, 2026, the Capital Regional District (CRD) Board gave third reading to Bylaw No. 4699 "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026". The bylaw authorizes the borrowing of thirty-four million, eight hundred and forty thousand dollars (\$34,840,000), for a period not exceeding 15 years, for the purpose of capital renewal and upgrading of the wastewater treatment and conveyance system serving the Core Area and Western Communities and includes up to two million (\$2,000,000) for advanced thermal detailed design.

On June 10, 2026, the CRD Board established that elector approval be obtained by Alternative Approval Process (AAP) for all electors within the Liquid Waste Management Core Area and Western Communities Service area which is comprised of the following municipalities in the Capital Regional District (CRD): Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, and View Royal. The total number of electors in the Liquid Waste Management Core Area and Western Communities Service area was determined to be 252,590 of which 10% is 25,259 electors [the number needed to voice opposition].

Notice was published on June 18 and June 24 in the Time Colonist and on June 24, July 6, 15 & 22 in the Black Press editions of the Victoria News, Oak Bay News, Saanich News and Goldstream Gazette. The notice was also published on June 18, 2026, to the CRD website in accordance with section 345(2) of the *Local Government Act (LGA)* and the CRD's Public Notice Bylaw. In addition to the statutory notices, additional advertising occurred in the Times Colonist on July 11 & 25 and in the Black Press editions published on July 8. Furthermore, the AAP was communicated to email subscribers and through social media posts on Facebook, Instagram and LinkedIn.

The CRD received 79 valid elector response forms indicating opposition to adoption of the bylaw by the closing date of July 31, 2026. As the response rate was less than 10% of electors, elector approval was received for Bylaw No. 4699. In accordance with section 86(8) of the *LGA*, the Corporate Officer's Certification of Results is attached as Appendix A.

ALTERNATIVES

Alternative 1

1. That the attached Certificate of Results of Alternative Approval Process for Bylaw No. 4699 (Appendix A) be received; and
2. That Bylaw No. 4699, "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026" be adopted.

Alternative 2

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

CONCLUSION

On July 31, 2026 elector approval was obtained by an Alternative Approval Process (AAP) for Bylaw No. 4699, "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026". The bylaw authorizes borrowing thirty-four million, eight hundred and forty thousand dollars (\$34,840,000), for a period not exceeding 15 years, for the purpose of capital renewal and upgrading of the wastewater treatment and conveyance system serving the Core Area and Western Communities and includes up to two million (\$2,000,000) for advanced thermal detailed design. The Bylaw received approval from the Inspector of Municipalities on May 5, 2026 prior to elector approval by AAP, and is now ready for adoption.

RECOMMENDATION

1. That the attached Certificate of Results of Alternative Approval Process for Bylaw No. 4699 (Appendix A) be received; and
2. That Bylaw No. 4699, "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026" be adopted.

Submitted by:	Marlene Lagoa, MPA, Senior Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Alicia Fraser, P. Eng., General Manager, Infrastructure and Water Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Certificate of Results for Bylaw No. 4699

Appendix B: Bylaw No. 4699



Making a difference...together

CORPORATE OFFICER'S CERTIFICATION

I, the undersigned Corporate Officer, as the person assigned responsibility for corporate administration under section 236 of the *Local Government Act*, certify the results of the alternative approval process that was conducted to obtain the approval of the electors for Capital Regional District **Bylaw No. 4699 - Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026** as follows:

252,590	Estimated number of eligible electors
25,259	10% of the number of eligible electors
79	Number of elector response forms submitted by the deadline
0	Number of elector response forms rejected
79	Number of elector response forms accepted

and in accordance with section 86 of the *Community Charter*, the approval of the electors was obtained.

Dated this 12th day of August, 2026


 Kristen Morley, Corporate Officer

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4699

A BYLAW TO AUTHORIZE THE BORROWING OF THIRTY-FOUR MILLION, EIGHT HUNDRED AND FORTY THOUSAND DOLLARS (\$34,840,000) FOR WORKS RELATED TO THE LIQUID WASTE MANAGEMENT CORE AREA AND WESTERN COMMUNITIES SERVICE

WHEREAS:

- A. By Supplementary Letters Patent, Division VII dated December 28, 1967, the Capital Regional District was granted the function of acquisition, design, construction, operation, maintenance, renewal and administration of trunk sewers and sewage disposal facilities within all member municipalities of the Regional District, except the electoral areas of Sooke and Southern Gulf Islands, converted to establishing bylaw per Bylaw No. 2312, "Liquid Waste Management Core Area and Western Communities Service Establishment Bylaw No. 1, 1995", for the collection, conveyance, treatment, and disposal of sewage within the service area;
- B. The wastewater treatment and conveyance system serving the Core Area and Western Communities requires capital renewal and infrastructure upgrades, including detailed design for advanced thermal treatment ("Advanced Thermal") and for the processing of Class A biosolids materials for beneficial use (the "Capital Projects"), which may include, without limitation, planning, studies, project administration, public consultation and communications, site selection, design, land acquisition, procurement of materials and equipment, construction, and the supply and installation of all materials, equipment and components, and all other works incidental or necessary to the completion of the Capital Projects;
- C. The estimated cost of the Capital Projects is the sum of Thirty-Four Million, Eight Hundred and Forty Thousand Dollars (\$34,840,000.00), including Two Million (\$2,000,000) for Advanced Thermal detailed design, which is the amount of debt intended to be authorized by this bylaw;
- D. Pursuant to section 407 of the *Local Government Act*, participating area approval is required for this borrowing and shall be obtained by alternative approval process for the entire service area under section 345 of the *Local Government Act*;
- E. The approval of the Inspector of Municipalities is required under section 403 of the *Local Government Act*; and
- F. Financing is proposed to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between it and the Capital Regional District.

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

1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the capital renewal and upgrade of the wastewater treatment and conveyance system serving the Core Area and Western Communities, which will involve planning, studies, project administration, public consultation and communications, site selection, design, land acquisition, procurement of materials and equipment, construction, and the supply and installation of all materials, equipment and components, and all other works incidental or necessary to the completion of the Capital Projects, and to do all things necessary in connection with the Capital Projects and without limiting the generality of the foregoing:
 - (a) to borrow upon the credit of the Capital Regional District a sum not exceeding Thirty-Four Million, Eight Hundred and Forty Thousand Dollars (\$34,840,000.00); and
 - (b) to acquire all such real property, easements, rights-of-way, leases, licenses, rights or authorities as may be requisite or desirable for or in connection with the Capital Projects.
2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is fifteen (15) years.
3. This Bylaw may be cited as "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026".

READ A FIRST TIME THIS	11 th	day of	March	2026
READ A SECOND TIME THIS	11 th	day of	March	2026
READ A THIRD TIME THIS	11 th	day of	March	2026
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	5 th	day of	May	2026
RECEIVED PARTICIPATING AREA APPROVAL UNDER SECTION 345 OF THE LOCAL GOVERNMENT ACT THIS	31 st	day of	July	2026
ADOPTED THIS		day of		20__

CHAIR

CORPORATE OFFICER

**REPORT TO CRD BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT **Transition Initiatives for the Performing Arts Facilities Service**

ISSUE SUMMARY

In 2026, the Capital Regional District (CRD) completed the process of establishing a new Performing Arts Facilities Service through adoption of Bylaw No. 4704. To deliver the new service starting in 2027, certain financial and service planning mechanisms need to be set up.

BACKGROUND

On April 8th, 2026, the CRD Board adopted Bylaw No. 4704, Performing Arts Facilities Service Establishing Bylaw, No. 1, 2025. After a 30-day quashing period expired with no legal challenges, this bylaw became official and actionable. CRD staff have identified the required transitional pieces that are necessary to launch the new service in 2027.

The operating and capital reserve bylaws included with this report (Appendix A and Appendix B) enable consistent practices across all arts and recreation services, aligned to standard CRD financial planning processes (see *Financial Implications* for details).

Currently, the new Performing Arts Facilities Service reports directly to the CRD Board. After local elections, the incoming CRD Board will review its standing committee structure. This provides an ideal opportunity to incorporate oversight of the new service into a standing committee of the Board. This report directs staff to ensure this new service and its requirements for oversight are considered in that governance review process.

The last two transition initiatives set up a framework for the delivery of financial assistance to the regional theatres identified through the bylaw establishment process. In the case of the Charlie White Theatre, it is owned and operated by the Saanich Peninsula Memorial Park Society (SPMPS); the financial framework required takes the form of a contribution agreement, focused on reporting requirements connected to financial planning and service delivery objectives. In the case of the Royal Theatre and McPherson Playhouse, the service agreements between the CRD and the Royal and McPherson Theatres Society (RMTS) require updating to reflect the parameters of the new Performing Arts Facilities Service, including changes to the external appointment process. Staff have discussed various key governance considerations with RMTS, regarding their board composition, including maintaining a majority of CRD-appointed board members, and concur with the approach proposed in their letter to the CRD Board (Appendix C).

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4783, Capital Regional District Arts and Recreation Services Operating Reserve Fund Bylaw, No.1, 2016, Amendment Bylaw No. 1, 2026, be introduced and read a first, second and third time.
2. That Bylaw No. 4783 be adopted.
3. That Bylaw No. 4784, Performing Arts Facilities Capital Reserve Bylaw No. 1, 2026, be

introduced and read a first, second and third time.

4. That Bylaw No. 4784 be adopted.
5. That, following local elections, staff incorporate oversight of the new Performing Arts Facilities Service into the terms of reference of a standing committee of the Board.
6. That staff engage the Saanich Peninsula Memorial Park Society and complete a contribution agreement to provide a framework for funding of the Charlie White Theatre.
7. That staff update the service agreements with the Royal and McPherson Theatres Society to reflect the parameters of the new Performing Arts Facilities Service, including updates to external appointments aligned to the proposal by RMTS in their letter dated June 17th, 2026.

Alternative 2 (if needed)

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

IMPLICATIONS

Alignment with Board & Corporate Priorities

In the current CRD Corporate Plan (2023-2026), initiative 10b-2 states the CRD will “Scale up regional support for performing arts facilities within the region.” These transitional pieces provide a framework for the successful launch of the service starting in 2027, which would significantly scale up support for regional theatres.

Financial Implications

This report does not approve any funding for the new Performing Arts Facilities Service. Instead, the purpose of this report is to set up the required mechanisms to deliver and oversee the service, starting in 2027. These mechanisms are containers, in the case of reserves, and conduits, in the case of service and contribution agreements, that are necessary to enact the service. Establishing these mechanisms has no direct cost associated with them (other than staff time) and creates no financial obligations.

CRD services use capital reserve funds established by bylaw to accumulate resources for future capital expenditures. Periodically, services transfer either budgeted or surplus funds to their respective capital reserve fund. Capital reserve guidelines were adopted at the July 7th, 2021, meeting of the Board. These guidelines provide measures to evaluate the health of capital reserves and set targets to support sustainable service delivery, aligning with the corporate plan. The practice of building capital reserves for funding ongoing infrastructure renewal, expanding service levels and funding unexpected capital investments is essential to ensuring long-term sustainability of infrastructure-dependent CRD services.

Under Bylaw No.4145, "Capital Regional District Arts and Recreation Services Operating Reserve Fund Bylaw, No. 1, 2016," the CRD Board established separate operating reserves for certain arts and recreation services to help offset fluctuations in operating revenues, fund special projects and cover operational expenditures as required. With the recent adoption of the bylaw for a new Performing Arts Facilities Service, it is necessary to amend Bylaw No. 4145 to establish an operating reserve fund for this new service.

The full financial and service planning aspects of the new service are being assembled and will

be reviewed by the Committee of the Whole on September 23rd, 2026, as part of the provisional budget for 2027.

Service Delivery Implications

Completing agreements with the venue operators, namely RMTS and SPMPs, creates the framework for service delivery of PAFS initiatives, including rental subsidies. This framework will include coordination and reporting requirements. It is important to note that the venue operators will retain autonomy over arts programming at their respective facilities. By empowering theatre management professionals to control the day-to-day operations of the theatres, these facilities achieve higher service levels, greater cost efficiency, and swifter community responsiveness.

The planning and development of a new regional theatre in the West Shore area of the capital region has been identified by the Board as a key priority of the new service. This priority will be supported in 2027 through the Planning Grants program, which will prioritize applications advancing eligible projects in the West Shore area. Planning Grants will provide up to \$120,000/yr for planning or development activities, such as (but not limited to) research, feasibility studies, consultations, surveys, community outreach and engagement, business modeling, architectural design, or permitting that aims to result in the construction or acquisition of a new regional theatre.

CONCLUSION

The adoption of Bylaw No. 4704 in April 2026 established a new Performing Arts Facilities Service, which enables a more coordinated and sustainable approach to supporting and developing regional theatres. Staff have identified the next steps that are necessary to implement the service. These include establishing reserves, identifying an oversight committee, and signing agreements with venue operators. These preparatory initiatives set the stage for the successful launch of the Performing Arts Facilities Service in 2027.

RECOMMENDATION

1. That Bylaw No. 4783, Capital Regional District Arts and Recreation Services Operating Reserve Fund Bylaw, No.1, 2016, Amendment Bylaw No. 1, 2026, be introduced and read a first, second and third time.
2. That Bylaw No. 4783 be adopted.
3. That Bylaw No. 4784, Performing Arts Facilities Capital Reserve Bylaw No. 1, 2026, be introduced and read a first, second and third time.
4. That Bylaw No. 4784 be adopted.
5. That, following local elections, staff incorporate oversight of the new Performing Arts Facilities Service into the terms of reference of a standing committee of the Board.
6. That staff engage the Saanich Peninsula Memorial Park Society and complete a contribution agreement to provide a framework for funding of the Charlie White Theatre.
7. That staff update the service agreements with the Royal and McPherson Theatres Society to reflect the parameters of the new Performing Arts Facilities Service, including updates to external appointments aligned to the proposal by RMTS in their letter dated June 17th, 2026.

Submitted by:	Chris Gilpin, MPA, Manager, Arts
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Bylaw No. 4783, Capital Regional District Arts and Recreation Services Operating Reserve Fund Bylaw, No.1, 2016, Amendment Bylaw No. 1, 2026
- Appendix B: Bylaw No. 4784, Performing Arts Facilities Capital Reserve Bylaw No. 1, 2026
- Appendix C: Letter from Board President of Royal and McPherson Theatres Society (17 June 2026)

READ A SECOND TIME THIS th day of 20

Bylaw No. 4783

READ A THIRD TIME THIS th day of 20__

ADOPTED THIS _____th day of _____ 20__

CHAIR

CORPORATE OFFICER

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4784

A BYLAW TO ESTABLISH A CAPITAL RESERVE FUND
FOR THE PERFORMING ARTS FACILITIES SERVICE

WHEREAS:

- A. Under Bylaw No. 4704, “Performing Arts Facilities Service Establishing Bylaw No. 1, 2025”, the Capital Regional District established a service for the purpose of operating and funding the planning, development, operating costs, capital improvements, and theatre rental subsidies of performing arts facilities with regional impact (the “Service”);
- B. Pursuant to section 377 of the *Local Government Act* and section 188 of the *Community Charter*, the Capital Regional District Board may establish a reserve fund for a specified purpose and direct that money placed to the credit of the reserve fund; and
- C. The Board wishes to establish a reserve fund for the Service for the purposes specified in this bylaw.

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

- 1. Pursuant to section 188 of the *Community Charter*, a capital reserve fund to be known as the “Performing Arts Facilities Capital Reserve Fund” (the “Reserve”) is hereby established.
- 2. Monies from current revenues, raised to pay for capital may be paid into the Reserve and will be reflected as part of the annual financial planning process.
- 3. Surplus money from the operation of the Service may be paid from time to time into the Reserve.
- 4. Money in the Reserve, including interest earned on it, must be used only to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.
- 5. This Bylaw may be cited for all purposes as the “Performing Arts Facilities Capital Reserve Bylaw No. 1, 2026”.

READ A FIRST TIME THIS	th	day of	20__
READ A SECOND TIME THIS	th	day of	20__
READ A THIRD TIME THIS	th	day of	20__

ADOPTED THIS _____th day of _____ 20__

CHAIR

CORPORATE OFFICER



Royal & McPherson Theatres Society
June 17, 2026

Capital Regional District
625 Fisgard Street
Victoria, BC

Attention: CRD Board of Directors

Re: RMTS Board Governance Structure – Performing Arts Facilities Service

Dear Board Members,

On behalf of the Royal & McPherson Theatres Society (RMTS) Board, I am writing to provide formal input regarding RMTS governance and board composition in relation to the transition to the new Performing Arts Facilities Service (PAFS), following recent discussions with CRD staff.

At its meeting of June 5, 2026, the RMTS Board considered its governance structure in detail, including its bylaws, service agreement, and current board composition. Following this review, the Board adopted the following motion:

That the Board advise the CRD in writing that its intention is to keep the RMTS Board structure at a maximum of 15 and honour the existing balance of 8 CRD appointed and 7 RMTS elected members. The RMTS Board requests that the CRD appointed members be selected as follows:

- 1. 3 CRD Directors – one of the CRD Directors must be appointed from one of the founding members of Victoria, Saanich or Oak Bay; the other two to be selected from any participating jurisdiction not already represented.**
- 2. Up to 5 appointees from the CRD.**

Moved: Iain Hooey

Seconded: Councillor Braithwaite

CARRIED



In adopting this motion, the Board confirms that the current governance structure — a maximum of 15 members, with 8 CRD-appointed and 7 RMTS-elected — is appropriate, stable, and effective. The Board does not support structural changes at this time, noting that the existing model is embedded in both the Society's bylaws and service agreement, provides an appropriate balance of representation and expertise, and continues to function well.

The Board's request regarding CRD appointments reflects the importance of maintaining representation from the founding municipalities of Victoria, Saanich, and Oak Bay, while also supporting continued use of the existing CRD appointment process, including a skills-based approach and flexibility to address governance needs over time.

The RMTS Board recognizes that final decisions regarding the governance structure and appointments under the new service reside with the CRD and appreciates the opportunity to provide input at this stage. We look forward to continued collaboration as the governance framework for the new service is developed.

Please do not hesitate to contact us if further information or discussion would be helpful.

Respectfully Submitted,

Valla Tinney
President, RMTS Board

Cc: Chris Gilpin, Manager, Arts & Culture

**REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 09, 2026**

SUBJECT **Bylaw No. 4795: 2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 3, 2026**

ISSUE SUMMARY

The 2026 to 2030 Financial Plan was adopted on March 11, 2026, and subsequently amended by Bylaw No. 4768 and Bylaw No. 4775. Amendments are required to authorize revised operating and capital expenditures.

BACKGROUND

The Capital Regional District (CRD) Board approved the 2026 to 2030 Financial Plan (Bylaw No. 4751, “2026 to 2030 Financial Plan Bylaw, 2026”) on March 11, 2026, amendment bylaw on May 13, 2026 (Bylaw No. 4768, “2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 1, 2026”) and then amendment bylaw on July 8 (Bylaw No. 4775, “2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 2”).

Under Section 374(2) of the *Local Government Act*, a financial plan may be amended at any time to incorporate budget changes. As new information becomes available, the CRD Board may revise the financial plan accordingly.

The impact of the proposed amendments to the 2026 budget of the Five-Year 2026 to 2030 Financial Plan are highlighted in Table 1.

Table 1: Impact of Proposed Amendments to the 2026 Budget (Five-Year Financial Plan)

Service	Description	Budget	Funding	Net Impact	Committee / Commission Approval
West Shore RCMP Detachment Expansion	Borrowing costs for RCMP Expansion	Operating	Other Revenue	(\$771,100)	CRD Board, June 10, 2026
			Requisition	\$771,100	
	West Shore RCMP Detachment Expansion	Capital	Debt	\$103,000,000	
McPherson Playhouse	Balcony lighting pipes and LED fixture upgrade	Capital	Reserve	\$204,000	Staff Directed

Service	Description	Budget	Funding	Net Impact	Committee / Commission Approval
Beddis Water	Sky Valley Reservoir	Capital	Reserve / Capital on Hand	\$76,000	Staff Directed

The proposed Financial Plan amendment Bylaw No. 4795 incorporates the changes in Table 1 and is attached as Appendix A, inclusive of an updated Schedule A and Schedule B.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4795, “2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 3, 2026”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4795 be adopted.

Alternative 2

That Bylaw No. 4795 be deferred pending further analysis by Capital Regional District staff.

IMPLICATIONS

Financial Implications

West Shore RCMP Detachment Expansion

On June 10, 2026, the CRD Board adopted Bylaw No. 4693, “West Shore RCMP Detachment Expansion Loan Authorization Bylaw No. 1, 2025”, authorizing borrowing of up to \$103 million to fund the construction and expansion of the West Shore RCMP detachment. A financial plan amendment is required to authorize the capital funding for the \$103 million construction. Per the signed Memorandum of Understanding with Langford, Colwood, View Royal and the CRD, the detachment building will be owned by the CRD during the term of the borrowing then transferred to the three municipalities once repayment is complete.

In addition, an amendment to the operating budget is required to recognize the \$771,100 temporary borrowing costs as being funded by municipal requisition rather than recovery. As requisition is charged once a year in April, this expense will be carried forward to 2027 and requisitioned from member municipalities in April 2027.

McPherson Playhouse

The CRD in conjunction with the Royal and McPherson Theatre Society (RMTS) carries out the capital plan for the theatre. In preparation of the 2026-2030 Capital Plan RMTS anticipated that this project would be completed in 2025, therefore the project was not placed on the 2026-2030 Capital Plan. Project delays in late 2025 were not reported to CRD staff until mid 2026. Due to safety and operational needs for the updated balcony lighting system, RMTS wishes to complete

this project in the fall of 2026. The \$204,000 project budget will be funded from capital reserve funds.

Beddis Water

The Beddis Water Service Sky Valley middle reservoir has developed a serious leak requiring urgent attention. The project includes the installation of six welded patches and recoating of the reservoir to stop the leak. Staff recommend amending the 2026 Capital Plan to advance the \$46,000 budget from 2028 to 2026 and add a further \$30,000 from capital reserve funds. The total 2026 project budget of \$76,000 consists of \$31,000 capital on hand and \$45,000 capital reserve funds.

CONCLUSION

In compliance with the *Local Government Act*, the proposed amending Bylaw No. 4795 authorizes changes required to Bylaw No. 4751, “2026 to 2030 Financial Plan Bylaw, 2026”, which the CRD Board approved on March 11, 2026.

RECOMMENDATION

1. That Bylaw No. 4795, “2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 3, 2026”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4795 be adopted.

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

ATTACHMENT

Appendix A: Bylaw No. 4795, “2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 3, 2026”, with Schedule A and Schedule B

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 4795**

A BYLAW TO AMEND THE FIVE-YEAR FINANCIAL PLAN FOR THE YEARS 2026 – 2030 (BYLAW NO. 4751)

WHEREAS:

- A. Under Bylaw No. 4751, “2026 to 2030 Financial Plan Bylaw, 2026”, pursuant to Section 374 of the *Local Government Act*, the Regional District must adopt a five-year financial plan for the years 2026 to 2030, by bylaw, by the 31 of March;
- B. Amendments are required in accordance with Section 374(2) of the *Local Government Act*, which states that the financial plan may be amended at any time by bylaw, to incorporate changes in budget, for certainty. As new information becomes available, and pursuant with Section 374 of the *Local Government Act*, the Regional District Board may approve revisions to the financial plan; and
- C. The Board wishes to amend Bylaw No. 4751 to incorporate the changes outlined in Schedule A and Schedule B.

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

1. Bylaw No. 4751, "2026 to 2030 Financial Plan Bylaw, 2026", is hereby amended by replacing Schedule A and Schedule B with the attached Schedule A and Schedule B hereto.
2. This Bylaw may be cited as "2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 3, 2026".

READ A FIRST TIME THIS _____ day of _____ 20__

READ A SECOND TIME THIS _____ day of _____ 20__

READ A THIRD TIME THIS _____ day of _____ 20__

ADOPTED THIS _____ day of _____ 20____

CHAIR

CORPORATE OFFICER

Schedule A

CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN							Schedule A									
Expenditures							Revenue									
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.010	Legislative & General Government	50,664,746	46,291,704	-	-	1,333,379	3,039,663	50,664,746	1,050,000	28,268,983	2,630,107	4,202,246	107,780	-	14,405,630	14,405,630
1.10X	Facilities Management	5,119,167	4,470,687	-	-	75,000	573,480	5,119,167	75,000	4,818,362	-	58,392	-	-	167,413	167,413
1.101	G.I.S.	700,341	631,771	-	-	18,570	50,000	700,341	-	534,972	15,000	6,641	-	-	143,728	143,728
1.103	Elections	273,150	273,150	-	-	-	-	273,150	-	-	151,280	81,870	-	-	40,000	40,000
1.104	U.B.C.M.	14,486	14,041	-	445	-	-	14,486	-	-	-	100	-	-	14,386	14,386
1.108	Joint Electoral Area Admin	320,380	320,380	-	-	-	-	320,380	-	-	-	716	-	-	319,664	319,664
1.109	Electoral Area Admin Exp - JDF	81,991	80,971	-	-	-	1,020	81,991	-	-	-	260	-	-	81,731	81,731
1.110	Electoral Area Admin Exp - SGI	477,460	476,310	-	-	-	1,150	477,460	12,000	-	14,392	16,790	-	-	434,278	434,278
1.111	Electoral Area Admin Exp - SSI	1,654,529	1,655,919	-	-	-	88,610	1,654,529	-	755,225	77,208	5,933	-	-	816,163	816,163
1.112	Regional Grant-In-Aid	1,765,351	1,765,351	-	-	-	-	1,765,351	1,714,451	-	-	50,900	-	-	-	-
1.114	Grant-In-Aid - Juan de Fuca	31,703	31,703	-	-	-	-	31,703	19,927	-	-	300	-	-	11,476	11,476
1.116	Grant-In-Aid - Salt Spring Island	96,100	95,960	-	140	-	-	96,100	-	-	-	20,140	-	-	75,960	75,960
1.117	Grant-In-Aid - Southern Gulf Islands	128,467	128,467	-	-	-	-	128,467	8,197	-	-	1,280	-	-	118,990	118,990
1.119	Vancouver Island Regional Library	442,490	442,490	-	-	-	-	442,490	516	-	-	760	-	-	441,214	441,214
1.121	Sooke Regional Museum	307,275	307,266	-	9	-	-	307,275	-	-	-	1,581	-	-	305,694	305,694
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	108,008	100,548	-	-	-	7,460	108,008	11,716	-	10,000	620	-	-	85,672	85,672
1.125	SGI Economic Development Commission	658,774	658,774	-	-	-	-	658,774	14,639	-	510,500	1,520	-	-	132,115	132,115
1.126	Victoria Family Court Committee	41,558	41,558	-	-	-	-	41,558	25,841	-	-	717	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	340,090	340,090	-	-	-	-	340,090	5,713	-	-	14,583	-	-	319,794	319,794
1.129	Vancouver Island Regional Library - Debt	340,456	2,190	338,266	-	-	-	340,456	-	-	-	340,456	-	-	-	-
1.131	West Shore RCMP Detachment Expansion - Debt	771,061	-	771,061	-	-	-	771,061	-	-	-	-	-	-	771,061	771,061
1.133	Langford E.A. - Greater Victoria Public Library	35,314	35,314	-	-	-	-	35,314	962	-	-	100	-	-	34,252	34,252
1.137	Galiano Island Community Use Building	73,637	41,454	30,653	-	-	1,530	73,637	-	-	-	350	-	-	73,287	73,287
1.138	Southern Gulf Islands Regional Library	267,489	267,489	-	-	-	-	267,489	1,417	-	-	2,600	-	-	263,472	263,472
1.141	Salt Spring Island Public Library	806,113	656,887	146,651	-	-	2,575	806,113	-	-	-	2,100	-	-	804,013	804,013
1.15X	Municipalities' Own Debt - M.F.A.	22,635,233	119,747	22,515,486	-	-	-	22,635,233	-	-	-	119,747	-	-	22,515,486	22,515,486
1.170	Gossip Island Electric Power Supply	63,667	1,046	62,621	-	-	-	63,667	471	-	-	420	-	62,776	-	62,776
1.224	Community Health	646,895	646,895	-	-	-	-	646,895	-	-	177,336	192,853	-	-	276,706	276,706
1.226	Health Facilities - VIHA	1,539,297	618,025	-	-	-	921,272	1,539,297	-	-	-	1,539,297	-	-	-	-
1.227	Saturna Island Medical Clinic	12,901	-	-	-	-	-	12,901	12,304	-	-	597	-	-	-	-
1.228	Galiano Health Service	193,067	193,067	-	-	-	-	193,067	450	-	-	130	-	-	192,487	192,487
1.229	Pender Islands Health Care Centre	331,729	331,729	-	-	-	-	331,729	1,970	-	-	2,474	-	-	327,285	327,285
1.230	Traffic Safety Commission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.232	Port Renfrew Street Lighting	12,985	12,985	-	-	-	-	12,985	4,015	-	-	360	4,390	4,220	-	4,220
1.234	SSI Street Lighting	34,394	34,044	-	-	-	350	34,394	-	-	-	40	-	-	34,354	34,354
1.235	SGI Small Craft Harbour Facilities	535,409	286,536	87,493	-	-	161,380	535,409	-	-	-	8,612	168,730	358,067	-	358,067
1.236	Salt Spring Island Fernwood Dock	19,847	17,847	-	-	-	2,000	19,847	-	-	-	170	-	19,677	-	19,677
1.238A	Community Transit (SSI)	733,695	678,915	-	-	-	54,780	733,695	-	-	46,240	190,955	-	-	496,500	496,500
1.238B	Community Transportation (SSI)	63,179	53,179	-	-	-	10,000	63,179	-	-	-	390	-	-	62,789	62,789
1.280	Regional Parks	21,147,786	16,255,783	1,586,751	-	285,357	3,019,895	21,147,786	340,000	2,246,750	20,000	1,082,489	797,891	-	16,660,296	16,660,296
1.290	Royal Theatre	597,580	107,580	-	-	105,000	385,000	597,580	-	-	-	-	-	-	597,580	597,580
1.295	McPherson Theatre	781,013	347,968	-	-	90,000	343,913	781,013	-	-	-	31,013	-	-	750,000	750,000
1.297	Arts Grants	3,375,641	3,374,591	-	-	-	1,050	3,375,641	-	16,142	46,451	179,028	-	-	3,134,020	3,134,020
1.299	Salt Spring Island Arts	154,551	154,551	-	-	-	-	154,551	-	-	-	190	-	-	154,361	154,361
1.309	Climate Action and Adaptation	2,591,861	2,058,995	-	-	460,470	72,396	2,591,861	-	6,297	6,297	861,674	25,347	-	1,698,543	1,698,543
1.310	Land Banking & Housing	5,382,770	3,016,352	2,357,248	-	5,000	4,170	5,382,770	495,326	683,840	100,000	946,535	35,130	-	3,121,939	3,121,939
1.311	Regional Housing Trust Fund	3,223,431	3,223,431	-	-	-	-	3,223,431	2,881,785	-	-	61,868	-	-	279,778	279,778
1.312	Regional Goose Management	359,665	359,665	-	-	-	-	359,665	-	-	49,621	11,777	-	-	298,267	298,267
1.313	Animal Care Services	2,077,586	1,997,801	-	-	-	79,785	2,077,586	-	-	-	1,461,162	53,000	-	563,424	563,424
1.314	SGI House Numbering	10,600	10,600	-	-	-	-	10,600	14	-	-	106	-	-	10,480	10,480
1.315	Biodiversity & Environmental Stewardship	235,274	235,274	-	-	-	-	235,274	-	105,876	-	5,167	-	-	124,231	124,231
1.316	SSI Building Numbering	10,780	10,780	-	29	-	-	10,780	-	-	-	10	-	-	10,770	10,770
1.317	JDF Building Numbering	14,534	14,534	-	-	-	-	14,534	37	-	-	50	-	-	14,447	14,447
1.318	Building Inspection	2,536,013	2,498,593	-	-	14,120	23,300	2,536,013	-	33,610	343,769	5,518	1,416,230	-	736,886	736,886
1.319	Soil Deposit Removal	31,338	31,338	-	-	-	-	31,338	-	-	10,028	40	10,000	-	11,270	11,270
1.320	Noise Control	80,589	74,589	-	-	-	6,000	80,589	-	-	-	316	-	-	80,273	80,273
1.322	Nuisances & Unsanitary Premises	65,344	65,344	-	-	-	-	65,344	-	-	2,500	320	-	-	62,524	62,524
1.323	By-Law Enforcement	1,215,109	1,124,049	-	-	-	91,060	1,215,109	-	1,155,908	7,207	51,994	-	-	-	-
1.324	Regional Planning Services	880,973	876,423	-	-	-	4,550	880,973	-	173,400	10,812	22,403	-	-	674,358	674,358
1.325	Electoral Area Services - Planning	997,467	925,427	-	-	-	72,040	997,467	-	34,791	71,744	2,379	47,180	-	841,373	841,373
1.326	Foodlands Access	426,499	304,949	-	-	-	121,550	426,499	-	-	62,500	12,800	-	-	351,199	351,199
1.329	Regional Transportation	6,341,362	5,559,862	-	-	-	781,500	6,341,362	14,000	-	990,175	39,360	-	-	5,297,827	5,297,827
1.330	Regional Growth Strategy	659,758	659,758	-	-	-	-	659,758	-	-	500,000	16,185	-	-	143,573	143,573
1.335	Geo-Spatial Referencing System	176,826	176,826	-	-	10,000	28,250	176,826	-	-	-	7,744	9,080	-	160,002	160,002
1.340	JDF Livestock Injury Compensation	3,158	3,158	-	-	-	-	3,158	3,091	-	-	67	-	-	-	-
1.341	SGI Livestock Injury Compensation	3,159	3,159	-	-	-	-	3,159	3,141	-	-	18	-	-	-	-
1.342	SSI Livestock Injury Compensation	3,158	3,158	-	-	-	-	3,158	3,132	-	-	26	-	-	-	-
1.350	Willits Point Fire Protect & Recreation	222,440	155,360	-	-	6,840	60,240	222,440	10,906	-	-	35,630	-	-	175,904	175,904
1.352	South Galiano Fire Protection	721,839	464,962	141,027	-	10,690	105,160	721,839	-	35,235	-	1,550	-	141,027	544,027	685,054
1.353	Otter Point Fire Protection	772,038	557,468	-	-	6,160	208,410	772,038	-	-	-	360	-	-	771,678	771,678
1.354	Malahat Fire Protection	72,754	71,406	-	1,348	-	-	72,754	-	-	-	-	-	-	72,754	72,754
1.355	Durrance Road Fire Protection	3,016	2,716	-	-	-	300	3,016	-	-	-	-	-	3,016	-	3,016
1.356	Pender Fire Protection	1,579,313	1,263,965	94,516	-	-	220,832	1,579,313	-	-	94,516	14,886	-	-	1,469,911	1,469,911
1.357	East Sooke Fire Protection	634,604	540,130	178,274	-	-	116,200	634,604	50,804	-	-	29,820	112,232	-	641,748	641,748
1.358	Port Renfrew Fire Protection	259,476	259,476	-	-	-	-	259,476	-	-	-	99,382	-	-	148,433	148,433
1.359	North Galiano Fire Protection	365,061	263,608	56,363	-	5,090	40,000	365,061	-	-	-	1,372	-	24,440	339,249	363,689
1.360	Shirley Fire Protection	264,969	164,839	-	-	10,480	89,650	264,969	-	-	-	5,220	-	-	259,749	259,749
1.363	Saturna Island Fire	348,054	348,054	-	-	-	-	348,054	320	-	-	16,908	-	-	330,826	330,826
1.368	Electoral Area Fire Inspection & Investigation	25,000	25,000	-	-	-	-	25,000	-	-	-	-	-	-	25,000	25,000
1.369	Electoral Area Fire Services	514,909	512,409	-	-	2,500	-	514,909	-	-	13,699	120	-	-	501,090	501,090
1.370	Juan de Fuca Emergency Program	115,521	103,641	-	-	-	11,880	115,521	-	-	-	270	-	-	115,251	115,251
1.371	SSI Emergency Program	154,486	15													

Schedule A

CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN																	Schedule A				
		Expenditures							Revenue												
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2026					
1.44X	Panorama Rec. Center.	12,436,172	10,956,804	328,308	-	-	1,151,060	12,436,172	-	-	200,000	2,617,604	3,541,144	-	6,077,424	6,077,424					
1.45X	SSI Parks and Recreation	4,085,195	3,795,695	18,000	-	-	271,500	4,085,195	-	62,260	43,604	217,791	601,845	-	3,159,695	3,159,695					
1.465	Saturna Island Comm. Parks	34,095	29,115	-	-	-	4,980	34,095	1,445	-	-	1,443	-	-	31,207	31,207					
1.468	Saturna Island - Community Rec.	26,601	26,601	-	-	-	-	26,601	8,967	-	-	824	-	-	16,810	16,810					
1.475	Mayne Is. Com. Parks & Rec	102,185	82,785	-	-	-	19,400	102,185	-	-	-	300	-	-	101,885	101,885					
1.476	Mayne Is. Comm. Parks (reserve)	40,366	40,366	-	-	-	-	40,366	29,286	-	-	10,000	1,080	-	-	-					
1.478	Mayne Is. Community Rec.	45,519	-	-	-	-	-	45,519	6,859	-	-	-	60	-	38,600	38,600					
1.485	North & South Pender Com. Parks	196,306	166,306	-	-	-	30,000	196,306	-	-	-	2,390	-	-	193,916	193,916					
1.488	North & South Pender Com. Rec	79,699	79,699	-	-	-	-	79,699	1,066	-	-	925	-	-	77,708	77,708					
1.495	Galliano Parks	170,196	158,096	-	-	-	12,100	170,196	13,500	-	11,550	28,240	-	-	116,906	116,906					
1.498	Galliano Community Recreation	48,823	48,823	-	-	-	-	48,823	33	-	-	30	-	-	48,760	48,760					
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	51,483,224	49,921,002	-	-	-	1,562,222	51,483,224	-	-	1,261,309	17,954,735	32,267,180	-	-	-					
1.523	Port Renfrew Refuse Disposal	183,396	156,289	-	-	-	27,107	183,396	-	44,516	-	73,833	-	-	65,047	65,047					
1.525	Solid Waste Disposal - Debt	2,737,520	73,300	2,664,220	-	-	-	2,737,520	-	-	-	5,400	2,732,120	-	-	-					
1.531	Stormwater Quality Management - Sooke	72,726	72,726	-	-	-	-	72,726	-	-	40,000	320	-	-	32,406	32,406					
1.533	Stormwater Quality Management - SGI	43,589	43,589	-	-	-	-	43,589	-	-	-	576	-	-	43,013	43,013					
1.535	Stormwater Quality Management - SSI	42,431	-	-	-	-	-	42,431	-	-	24,660	121	-	-	17,850	17,850					
1.536	LWMP-Stormwater Quality Management-Core	799,395	799,395	-	-	-	-	799,395	-	-	50,000	87,122	-	-	662,273	662,273					
1.537	Stormwater Quality Management - Peninsula	130,662	130,662	-	-	-	-	130,662	-	-	10,000	4,180	-	-	116,482	116,482					
1.538	Source - Stormwater Quality - Peninsula	62,773	62,773	-	-	-	-	62,773	-	-	606	1,746	-	-	60,421	60,421					
1.57X	Environmental Services	31,860,647	30,397,300	-	-	440,000	1,023,347	31,860,647	-	31,194,126	666,521	-	-	-	-	-					
1.580	EA Utility Operations	1,917,306	1,739,475	-	-	-	177,831	1,917,306	-	1,917,306	-	-	-	-	-	-					
1.911	911 Systems	2,644,068	1,587,202	1,011,949	16,324	-	28,593	2,644,068	-	-	-	2,002,127	110,801	-	531,140	531,140					
1.912B	911 Call Answer - Municipalities	37,704	-	-	37,704	-	-	37,704	-	582,173	-	-34,473	-	-	-	-					
1.913	913 Fire Dispatch	432,239	432,239	-	-	-	-	432,239	-	-	-	19,027	-	-	(509,996)	(509,996)					
1.921	Regional CREST Contribution	2,105,968	2,102,562	-	3,406	-	-	2,105,968	-	-	-	97,331	-	-	2,008,637	2,008,637					
1.923	Emergency Comm. - CREST - SGI	196,749	-	-	-	-	-	196,749	583	-	-	194,155	-	-	194,155	194,155					
1.924	Emergency Comm. - CREST - JDF	161,892	-	-	-	-	-	161,892	191	-	-	252	-	-	161,449	161,449					
1.925	Emergency Comm. - CREST - SSI	160,977	160,977	-	-	-	-	160,977	301	-	-	160	-	-	160,516	160,516					
2.610	Saanich Peninsula Water Supply	9,251,293	8,254,891	446,402	-	-	550,000	9,251,293	-	-	-	129,510	9,121,783	-	-	-					
2.620	SSI Highland Water System	13,848	87	13,761	-	-	-	13,848	58	-	-	70	-	13,720	-	13,720					
2.621	Highland / Fernwood Water - SSI	641,760	454,699	38,991	-	-	148,070	641,760	-	-	22,500	1,060	521,670	96,530	-	96,530					
2.622	Cedars of Tuam	69,056	45,166	-	-	-	23,890	69,056	-	-	-	90	68,966	-	-	-					
2.624	Beddis Water	335,840	214,605	3,840	-	-	117,395	335,840	-	-	-	150	234,340	101,350	-	101,350					
2.626	Fulford Water	265,130	181,682	18,673	-	-	64,775	265,130	-	-	-	780	198,680	65,670	-	65,670					
2.628	Cedar Lane Water (SSI)	124,440	91,305	2,280	-	-	30,855	124,440	-	-	20,000	160,030	24,250	-	160,030	24,250					
2.630	Magie Lakes Estate Water System	1,278,193	913,657	165,861	88,515	-	110,186	1,278,193	-	-	40,000	11,260	524,960	701,965	-	701,965					
2.640	Saturna Island Water System (Lyal Harbour)	337,525	239,000	28,260	-	-	70,265	337,525	-	-	20,000	955	147,000	169,570	-	169,570					
2.642	Skana Water (Mayne)	130,520	70,560	-	-	-	59,960	130,520	-	-	-	100	75,990	54,430	-	54,430					
2.650	Port Renfrew Water	197,885	162,056	-	-	-	35,829	197,885	-	-	8,000	1,290	96,118	92,477	-	92,477					
2.660	Fernwood Water	4,140	30	4,110	-	-	-	4,140	2,344	-	-	20	-	1,776	-	1,776					
2.665	Sticks Allison Water (Galliano)	94,744	64,504	-	-	-	30,240	94,744	-	-	5,000	100	82,970	6,674	-	6,674					
2.667	Surfside Park Estates (Mayne)	217,410	126,810	-	14,970	-	75,630	217,410	-	-	-	200	142,980	74,230	-	74,230					
2.670	Regional Water Supply	48,804,152	23,918,630	3,215,038	-	21,000,000	670,484	48,804,152	-	-	-	932,250	47,871,902	-	-	-					
2.680	Juan de Fuca Water Distribution	31,639,954	19,301,631	2,798,219	-	8,800,000	740,104	31,639,954	-	-	-	238,027	31,401,927	-	-	-					
2.681	Florence Lake Water System Debt	18,077	-	-	75	-	-	18,077	-	-	-	80	-	-	18,997	18,997					
2.682	Seagirt Water System Debt	114,767	20,000	94,767	-	-	-	114,767	-	-	-	-	-	114,767	-	114,767					
2.691	Wilderness Mountain Water Service	221,290	158,704	25,664	-	-	36,922	221,290	-	-	16,000	180	122,190	82,920	-	82,920					
3.700	Septage Disposal	166,503	166,503	-	-	-	-	166,503	-	-	-	166,503	-	-	-	-					
3.701	Millstream Remediation Service	50,449	50,449	-	-	-	-	50,449	-	-	50,000	449	-	-	-	-					
3.705	SSI Liquid Waste Disposal	1,276,792	1,139,343	76,139	-	-	61,310	1,276,792	-	-	15,000	1,601	843,700	416,491	-	416,491					
3.707	LWMP - On Site System Management Program	183,788	183,788	-	-	-	-	183,788	-	-	43,097	9,135	-	-	131,556	-					
3.71X	Core Area Wastewater Operations	42,174,095	41,374,095	-	-	-	800,000	42,174,095	1,110,032	-	170,000	34,029,210	-	-	6,864,853	6,864,853					
3.718	Peninsula Wastewater TP	5,406,370	4,618,417	103,603	-	-	684,350	5,406,370	138,991	-	35,000	2,769,066	-	-	2,463,313	2,463,313					
3.720	LWMP - (Peninsula) - Implementation	108,915	108,915	-	-	-	-	108,915	-	-	75,000	1,021	-	-	32,894	32,894					
3.750	LWMP - Core and West Shore	628,442	374,506	-	-	-	253,936	628,442	-	-	-	172,640	200,000	-	255,802	255,802					
3.751	LWMP - Core and West Shore Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
3.752	LWMP - Harbour Studies	383,960	383,960	-	-	-	-	383,960	-	-	-	20,344	-	-	363,616	363,616					
3.755	Regional Source Control	1,795,828	1,795,828	-	-	-	-	1,795,828	-	55,000	83,500	83,765	64,171	-	1,509,392	1,509,392					
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
3.7XX	Core Area & Legacy Trunk Sewer - Debt	23,986,524	343,371	9,502,329	-	5,529,745	8,611,079	23,986,524	378,978	-	-	17,249,354	-	-	6,358,192	6,358,192					
3.810	Ganges Sewer	1,458,401	1,020,298	245,813	-	-	192,290	1,458,401	-	-	30,000	3,041	1,354,960	70,400	-	70,400					
3.820	Maliview Estates Sewer System	327,790	227,930	42,720	-	-	57,140	327,790	-	-	-	25,400	241,870	60,520	-	60,520					
3.830	Magie Lake Estates Sewer System	1,122,571	821,948	174,103	-	-	126,520	1,122,571	-	12,150	12,000	5,110	368,240	725,071	-	725,071					
3.830d	Magie Lake Estates Sewer Debt	232,445	-	-	-	-	-	232,445	-	-	-	2,981	-	-	229,464	229,464					
3.850	Port Renfrew Sewer	149,480	123,791	230,685	-	-	25,689	149,480	-	-	-	1,719	73,871	73,890	-	73,890					
21.A.L	Feasibility Study Reserve Fund - All	132,367	132,367	-	-	-	-	132,367	66,537	-	-	355,830	-	-	-290,000	-290,000					
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					

Schedule A

CAPITAL REGIONAL DISTRICT 2027 FINANCIAL PLAN						Schedule A										
Expenditures						Revenue										
		Total 2027	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2027	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2027
1.010	Legislative & General Government	48,106,136	47,242,772	-	-	557,326	306,038	48,106,136	500,000	31,098,197	40,800	1,817,831	109,140	-	14,540,168	14,540,168
1.10X	Facilities Management	5,234,850	4,580,200	-	-	-	654,650	5,234,850	-	5,027,660	-	34,932	-	-	172,258	172,258
1.101	G.I.S.	724,628	655,688	-	-	18,940	50,000	724,628	-	545,671	10,000	6,545	-	-	162,412	162,412
1.103	Elections	40,960	500	-	-	-	40,460	40,960	-	-	-	160	-	-	40,800	40,800
1.104	U.B.C.M.	14,688	-	-	-	-	-	14,688	-	-	-	100	-	-	14,588	14,588
1.108	Joint Electoral Area Admin	330,130	330,130	-	-	-	-	330,130	-	-	-	-	-	-	330,130	330,130
1.109	Electoral Area Admin Exp - JDF	91,486	87,486	-	-	-	4,000	91,486	-	-	-	260	-	-	91,226	91,226
1.110	Electoral Area Admin Exp - SGI	472,499	471,329	-	-	-	1,170	472,499	-	-	12,367	17,122	-	-	443,010	443,010
1.111	Electoral Area Admin Exp - SSI	1,608,048	1,524,818	-	-	-	83,230	1,608,048	-	754,440	4,000	5,878	-	-	843,730	843,730
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	26,541	26,541	-	-	-	-	26,541	-	-	-	310	-	-	26,231	26,231
1.116	Grant-in-Aid - Salt Spring Island	77,606	77,606	-	-	-	-	77,606	-	-	-	140	-	-	77,466	77,466
1.117	Grant-in-Aid - Southern Gulf Islands	122,662	122,662	-	-	-	-	122,662	-	-	-	1,300	-	-	121,362	121,362
1.119	Vancouver Island Regional Library	451,323	451,323	-	-	-	-	451,323	-	-	-	780	-	-	450,543	450,543
1.121	Sooke Regional Museum	313,399	313,399	-	-	-	-	313,399	-	-	-	710	-	-	312,689	312,689
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	-	-	-	-	-
1.124	SSI Economic Development Commission	86,700	79,200	-	-	-	7,500	86,700	-	-	-	630	-	-	86,070	86,070
1.125	SGI Economic Development Commission	136,302	136,302	-	-	-	-	136,302	-	-	-	1,550	-	-	134,752	134,752
1.126	Victoria Family Court Committee	15,803	15,803	-	-	-	-	15,803	-	-	-	803	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	342,714	342,714	-	-	-	-	342,714	-	-	-	16,212	-	-	326,502	326,502
1.129	Vancouver Island Regional Library - Debt	340,456	2,190	338,266	-	-	-	340,456	-	-	-	340,456	-	-	-	-
1.131	West Shore RCMP Detachment Expansion - Debt	4,533,482	1,030,000	3,503,482	-	-	-	4,533,482	-	-	-	-	-	-	4,533,482	4,533,482
1.133	Langford E.A. - Greater Victoria Public Library	36,016	36,016	-	-	-	-	36,016	-	-	-	100	-	-	35,916	35,916
1.137	Galliano Island Community Use Building	74,635	42,421	30,653	-	-	1,561	74,635	-	-	-	354	-	-	74,281	74,281
1.138	Southern Gulf Islands Regional Library	272,828	272,828	-	-	-	-	272,828	-	-	-	2,650	-	-	270,178	270,178
1.141	Salt Spring Island Public Library	821,250	717,102	9,888	-	-	94,260	821,250	-	-	-	1,160	-	-	820,090	820,090
1.15X	Municipalities' Own Debt - M.F.A.	21,084,917	107,907	20,977,010	-	-	-	21,084,917	-	-	-	107,907	-	-	20,977,010	20,977,010
1.170	Gossip Island Electric Power Supply	63,691	-	62,621	-	-	-	63,691	-	-	-	-	-	63,271	-	-
1.224	Community Health	314,513	314,513	-	-	-	-	314,513	-	-	-	79,373	-	-	235,140	235,140
1.226	Health Facilities - VIHA	1,539,297	623,781	-	-	-	915,516	1,539,297	-	-	-	1,539,297	-	-	-	-
1.227	Saturna Island Medical Clinic	11,200	11,200	-	-	-	-	11,200	-	-	-	1,600	-	-	9,600	9,600
1.228	Galliano Health Service	241,885	241,885	-	-	-	-	241,885	-	-	-	130	-	-	241,755	241,755
1.229	Pender Islands Health Care Centre	341,600	341,600	-	-	-	-	341,600	-	-	-	2,400	-	-	339,200	339,200
1.230	Traffic Safety Commission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.232	Port Renfrew Street Lighting	10,055	10,055	-	-	-	-	10,055	-	-	-	370	4,480	5,205	-	5,205
1.234	SSI Street Lighting	35,273	34,713	-	-	-	560	35,273	-	-	-	40	-	-	35,233	35,233
1.235	SGI Small Craft Harbour Facilities	556,883	294,040	87,493	-	-	175,350	556,883	-	-	-	8,463	172,120	376,300	-	376,300
1.236	Salt Spring Island Fernwood Dock	31,999	18,329	-	-	-	13,670	31,999	-	-	-	170	-	31,829	-	31,829
1.238A	Community Transit (SSI)	726,609	687,284	-	-	-	39,325	726,609	-	-	-	194,780	-	-	531,829	531,829
1.238B	Community Transportation (SSI)	141,588	54,228	-	-	-	87,360	141,588	-	-	-	400	-	-	141,188	141,188
1.280	Regional Parks	23,073,760	16,700,987	2,968,652	-	214,564	3,189,557	23,073,760	-	3,462,795	20,000	1,079,839	810,530	-	17,700,596	17,700,596
1.290	Royal Theatre	605,955	115,955	-	-	109,000	381,000	605,955	-	-	-	-	-	-	605,955	605,955
1.295	McPherson Theatre	783,045	350,000	-	-	94,000	339,045	783,045	-	-	-	33,045	-	-	750,000	750,000
1.297	Arts Grants	3,451,903	3,450,833	-	-	-	1,070	3,451,903	-	16,610	52,700	172,779	-	-	3,209,814	3,209,814
1.299	Salt Spring Island Arts	157,611	157,611	-	-	-	-	157,611	-	-	-	190	-	-	157,421	157,421
1.309	Climate Action and Adaptation	3,264,539	2,008,318	-	-	1,179,611	76,610	3,264,539	-	-	123,982	1,241,503	67,653	-	1,831,401	1,831,401
1.310	Land Banking & Housing	4,950,511	2,589,053	2,357,248	-	-	4,210	4,950,511	-	398,489	-	802,708	2,000	-	3,747,314	3,747,314
1.311	Regional Housing Trust Fund	383,130	383,130	-	-	-	-	383,130	-	-	-	38,209	-	-	344,921	344,921
1.312	Regional Goose Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.313	Animal Care Services	2,142,119	2,053,039	-	-	-	89,080	2,142,119	-	-	-	1,488,730	54,060	-	599,329	599,329
1.314	SGI House Numbering	10,810	10,810	-	-	-	-	10,810	-	-	-	120	-	-	10,690	10,690
1.315	Biodiversity & Environmental Stewardship	234,714	234,714	-	-	-	-	234,714	-	109,053	-	-	-	-	125,661	125,661
1.316	SSI Building Numbering	10,956	10,956	-	-	-	-	10,956	-	-	-	10	-	-	10,946	10,946
1.317	JDF Building Numbering	14,826	14,826	-	-	-	-	14,826	-	-	-	50	-	-	14,776	14,776
1.318	Building Inspection	2,507,629	2,409,919	-	-	14,410	83,300	2,507,629	-	34,280	79,255	5,280	1,444,550	-	944,264	944,264
1.319	Soil Deposit Removal	29,409	29,409	-	-	-	-	29,409	-	-	7,669	40	10,200	-	11,500	11,500
1.320	Noise Control	82,208	73,518	-	-	-	8,690	82,208	-	-	-	280	-	-	81,928	81,928
1.322	Nuisances & Unsightly Premises	66,100	64,100	-	-	-	2,000	66,100	-	-	-	320	-	-	65,780	65,780
1.323	By-Law Enforcement	1,184,555	1,059,570	-	-	-	124,985	1,184,555	-	1,131,528	-	53,027	-	-	-	-
1.324	Regional Planning Services	898,143	893,503	-	-	-	4,640	898,143	-	178,410	-	25,418	-	-	694,315	694,315
1.325	Electoral Area Services - Planning	1,058,548	985,068	-	-	-	73,480	1,058,548	-	45,487	53,830	2,370	48,120	-	908,741	908,741
1.326	Foodlands	464,573	335,068	-	-	-	129,505	464,573	-	-	-	15,100	-	-	449,473	449,473
1.329	Regional Transportation	7,247,562	6,436,762	-	-	-	810,800	7,247,562	-	-	670,000	43,832	-	-	6,533,730	6,533,730
1.330	Regional Growth Strategy	315,966	315,966	-	-	-	-	315,966	-	-	-	18,130	-	-	297,836	297,836
1.335	Geo-Spatial Referencing System	195,321	141,321	-	-	10,000	44,000	195,321	-	-	-	8,382	9,260	-	177,679	177,679
1.340	JDF Livestock Injury Compensation	3,161	3,161	-	-	-	-	3,161	-	-	-	41	-	-	3,1,	

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CAPITAL REGIONAL DISTRICT 2027 FINANCIAL PLAN																	Schedule A	
		Expenditures						Revenue										
		Total 2027	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2027	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2027		
1.44X	Panorama Rec. Center.	13,190,525	10,968,952	1,027,483	-	-	1,194,090	13,190,525	-	-	-	2,648,410	3,611,960	-	6,930,155	6,930,155		
1.45X	SSI Parks and Recreation	4,471,790	4,031,940	103,850	-	-	336,000	4,471,790	-	63,510	25,000	216,184	618,355	-	3,548,741	3,548,741		
1.465	Saturna Island Comm. Parks	-	34,770	29,690	-	-	5,080	34,770	-	-	-	1,570	-	-	33,200	33,200		
1.468	Saturna Island - Community Rec.	-	17,980	17,980	-	-	-	17,980	-	-	-	820	-	-	17,160	17,160		
1.475	Mayne Is. Com. Parks & Rec	104,326	84,536	-	-	-	19,790	104,326	-	-	-	300	-	-	104,026	104,026		
1.476	Mayne Is. Comm. Parks (reserve)	11,300	11,300	-	-	-	-	11,300	-	-	-	10,200	1,100	-	-	-		
1.478	Mayne Is. Community Rec.	39,430	39,430	-	-	-	-	39,430	-	-	-	60	-	-	39,370	39,370		
1.485	North & South Pender Com. Parks	200,284	169,684	-	-	-	30,600	200,284	-	-	-	2,300	-	-	197,984	197,984		
1.488	North & South Pender Com. Rec	80,200	80,200	-	-	-	-	80,200	-	-	-	880	-	-	79,320	79,320		
1.495	Galliano Parks	159,915	147,575	-	-	-	12,340	159,915	-	-	11,780	28,800	-	-	119,335	119,335		
1.498	Galliano Community Recreation	49,770	49,770	-	-	-	-	49,770	-	-	-	30	-	-	49,740	49,740		
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	51,018,228	49,446,722	-	-	-	1,571,506	51,018,228	-	-	439,820	18,290,628	32,287,780	-	-	-		
1.523	Port Renfrew Refuse Disposal	193,364	170,884	-	-	-	22,480	193,364	-	45,851	-	78,141	-	-	69,372	69,372		
1.525	Solid Waste Disposal - Debt	3,211,420	16,800	3,194,620	-	-	-	3,211,420	-	-	-	5,400	3,206,020	-	-	-		
1.531	Stormwater Quality Management - Sooke	63,323	63,323	-	-	-	-	63,323	-	-	-	30,180	154	-	32,989	32,989		
1.533	Stormwater Quality Management - SGI	44,363	44,363	-	-	-	-	44,363	-	-	-	-	576	-	43,787	43,787		
1.535	Stormwater Quality Management - SSI	42,701	42,701	-	-	-	-	42,701	-	-	-	22,280	121	-	20,300	20,300		
1.536	LWMP-Stormwater Quality Management-Core	813,648	813,648	-	-	-	-	813,648	-	-	50,900	88,554	-	-	674,194	674,194		
1.537	Stormwater Quality Management - Peninsula	133,266	133,266	-	-	-	-	133,266	-	-	10,180	4,508	-	-	118,578	118,578		
1.538	Source - Stormwater Quality - Peninsula	63,441	63,441	-	-	-	-	63,441	-	-	1,535	1,594	-	-	60,312	60,312		
1.57X	Environmental Services	31,834,761	31,003,095	-	-	-	831,666	31,834,761	-	31,834,761	-	-	-	-	-	-		
1.580	EA Utility Operations	1,956,301	1,790,674	-	-	-	165,627	1,956,301	-	1,956,301	-	-	-	-	-	-		
1.911	911 Systems	2,667,500	1,608,538	1,011,949	-	-	47,013	2,667,500	-	-	-	1,978,600	108,585	-	580,315	580,315		
1.912B	911 Call Answer - Municipalities	-	-	-	-	-	-	-	-	-	-	40,570	-	-	(529,959)	(529,959)		
1.913	913 Fire Dispatch	452,607	445,607	-	-	-	7,040	452,607	-	570,529	-	18,630	-	-	433,977	433,977		
1.921	Regional CREST Contribution	2,163,484	2,163,484	-	-	-	-	2,163,484	-	-	-	110,230	-	-	2,053,254	2,053,254		
1.923	Emergency Comm - CREST - SGI	-	200,680	-	-	-	-	200,680	-	-	-	2,050	-	-	198,630	198,630		
1.924	Emergency Comm - CREST - JDF	-	165,121	-	-	-	-	165,121	-	-	-	290	-	-	164,831	164,831		
1.925	Emergency Comm - CREST - SSI	-	164,187	-	-	-	-	164,187	-	-	-	160	-	-	164,027	164,027		
2.610	Saanich Peninsula Water Supply	10,666,784	8,789,700	1,277,084	-	-	600,000	10,666,784	-	-	-	520	10,666,264	-	-	-		
2.620	SSI Highland Water System	11,294	87	11,207	-	-	-	11,294	-	-	-	70	-	11,224	-	11,224		
2.621	Highland / Fernwood Water - SSI	661,210	436,594	29,401	-	-	195,215	661,210	-	-	830	549,370	111,010	-	111,010	-		
2.622	Cedars of Tuam	99,518	46,078	-	-	-	53,440	99,518	-	-	-	90	99,428	-	-	-		
2.624	Beddis Water	357,740	215,820	23,520	-	-	118,400	357,740	-	-	150	237,870	119,720	-	119,720	-		
2.626	Fulford Water	291,980	182,684	32,821	-	-	76,475	291,980	-	-	800	208,610	82,570	-	119,720	-		
2.628	Cedar Lane Water (SSI)	122,201	71,220	14,451	-	-	36,530	122,201	-	-	160	85,510	36,531	-	36,531	-		
2.630	Magic Lake Estates Water System	1,299,170	925,809	161,819	-	-	211,549	1,299,170	-	-	25,000	11,100	540,050	723,020	723,020	-		
2.640	Saturna Island Water System (Lyalil Harbour)	358,262	219,580	62,732	-	-	75,950	358,262	-	-	-	900	154,350	203,012	203,012	-		
2.642	Skana Water (Mayne)	-	172,345	78,025	-	-	94,320	172,345	-	-	6,000	100	79,150	87,095	87,095	-		
2.650	Port Renfrew Water	227,511	166,359	11,115	-	-	50,037	227,511	-	-	-	1,201	115,340	110,970	110,970	-		
2.660	Fernwood Water	-	30	3,347	-	-	-	3,377	-	-	-	20	-	3,357	-	-		
2.665	Sticks Allison Water (Galliano)	105,780	60,740	-	-	-	45,040	105,780	-	-	-	100	97,800	7,880	7,880	-		
2.667	Surfside Park Estates (Mayne)	286,650	129,395	-	-	-	157,255	286,650	-	-	-	200	150,130	136,320	136,320	-		
2.670	Regional Water Supply	53,155,039	48,085,939	5,085,239	-	23,000,000	683,890	53,155,039	-	-	-	984,088	52,170,951	-	-	-		
2.680	Juan de Fuca Water Distribution	34,157,238	20,710,582	3,596,756	-	9,100,000	749,900	34,157,238	-	-	-	310,425	33,846,813	-	-	-		
2.681	Florence Lake Water System Debt	-	70	19,038	-	-	-	19,038	-	-	-	107	-	19,001	-	19,001		
2.682	Seagirt Water System Debt	-	144,036	144,036	-	-	-	144,036	-	-	-	-	-	144,036	-	144,036		
2.691	Wilderness Mountain Water Service	225,552	163,011	29,791	-	-	32,750	225,552	-	-	10,000	182	128,300	87,070	87,070	-		
3.700	Septage Disposal	170,178	170,178	-	-	-	-	170,178	-	-	-	169,830	348	-	-	-		
3.701	Millstream Remediation Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
3.705	SSI Liquid Waste Disposal	1,343,747	1,138,454	76,139	-	-	129,154	1,343,747	-	-	-	1,611	894,320	447,816	447,816	-		
3.707	LWMP - On Site System Management Program	195,089	195,089	-	-	-	-	195,089	-	-	47,749	12,232	-	135,108	-	135,108		
3.71X	Core Area Wastewater Operations	43,922,655	42,222,655	-	-	-	1,700,000	43,922,655	-	1,127,669	395,000	35,164,490	-	-	7,235,496	7,235,496		
3.718	Peninsula Wastewater TP	6,011,442	4,772,474	518,668	-	-	720,300	6,011,442	-	141,770	130,000	3,035,152	-	-	2,704,520	2,704,520		
3.720	LWMP - (Peninsula) - Implementation	109,885	109,885	-	-	-	-	109,885	-	-	75,450	849	-	-	33,486	33,486		
3.750	LWMP - Core and West Shore	642,594	381,030	-	-	-	261,564	642,594	-	-	-	177,044	204,000	-	261,550	261,550		
3.751	LWMP - Core and West Shore Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
3.752	LWMP - Harbour Studies	397,422	397,422	-	-	-	-	397,422	-	-	-	22,777	-	-	374,645	374,645		
3.755	Regional Source Control	1,838,094	1,838,094	-	-	-	-	1,838,094	-	55,495	81,625	87,253	65,454	-	1,548,267	1,548,267		
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
3.7XX	Core Area & Legacy Trunk Sewer - Debt	25,686,254	283,710	11,189,920	-	5,529,745	8,682,879	25,686,254	-	-	-	18,686,712	-	-	6,999,542	6,999,542		
3.810	Ganges Sewer	1,595,962	1,051,282	264,910	-	-	279,770	1,595,962	-	-	25,000	3,062	1,490,460	77,440	77,440	-		
3.820	Malivue Estates Sewer System	446,601	292,400	137,341	-	-	16,860	446,601	-	-	10,000	25,900	266,060	144,641	144,641	-		
3.830	Magic Lake Estates Sewer System	1,198,212	881,396	93,471	-	-	223,345	1,198,212	-	12,390	55,000	4,710	379,290	746,822	746,822	-		
3.830D	Magic Lake Estates Sewer Debt	-	1,760	230,685	-	-	-	232,445	-	-	-	2,961	-	229,484	-	229,484		
3.850	Port Renfrew Sewer	159,731	126,356	-	-	-	33,375	159,731	-	-	-	1,630	79,041	79,060	79,060	-		
21.ALL	Feasibility Study Reserve Fund - All	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		

Schedule A

CAPITAL REGIONAL DISTRICT 2028 FINANCIAL PLAN							Schedule A									
Expenditures							Revenue									
	Total 2028	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2028	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2028	
1.010	Legislative & General Government	51,363,742	50,446,255	-	-	568,470	349,017	51,363,742	500,000	31,753,958	-	1,828,931	110,520	-	17,170,333	17,170,333
1.10X	Facilities Management	5,419,040	4,688,190	-	-	-	730,850	5,419,040	-	5,206,347	-	35,452	-	-	177,241	177,241
1.101	G.I.S.	747,968	678,648	-	-	19,320	50,000	747,968	-	556,584	-	6,545	-	-	184,839	184,839
1.103	Elections	41,783	3	-	-	-	41,780	41,783	-	-	-	160	-	-	41,623	41,623
1.104	U.B.C.M.	14,977	14,977	-	-	-	14,977	14,977	-	-	-	100	-	-	14,877	14,877
1.108	Joint Electoral Area Admin	339,541	339,541	-	-	-	339,541	339,541	-	-	-	-	-	-	339,541	339,541
1.109	Electoral Area Admin Exp - JDF	93,322	89,242	-	-	4,080	93,322	93,322	-	-	-	260	-	-	93,062	93,062
1.110	Electoral Area Admin Exp - SGI	484,220	483,030	-	-	1,190	484,220	484,220	-	-	14,844	17,506	-	-	451,870	451,870
1.111	Electoral Area Admin Exp - SSI	1,652,866	1,561,946	-	-	90,920	1,652,866	1,652,866	769,490	-	-	5,906	-	-	877,470	877,470
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	26,572	26,572	-	-	-	-	26,572	-	-	-	320	-	-	26,252	26,252
1.116	Grant-in-Aid - Salt Spring Island	79,152	79,152	-	-	-	-	79,152	-	-	-	140	-	-	79,012	79,012
1.117	Grant-in-Aid - Southern Gulf Islands	125,123	125,123	-	-	-	-	125,123	-	-	-	1,320	-	-	123,803	123,803
1.119	Vancouver Island Regional Library	460,357	460,357	-	-	-	460,357	460,357	-	-	-	800	-	-	459,557	459,557
1.121	Sooke Regional Museum	319,667	319,667	-	-	-	319,667	319,667	-	-	-	730	-	-	318,937	318,937
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	149,360	-	-	-	-	-
1.124	SSI Economic Development Commission	87,227	79,577	-	-	7,650	87,227	87,227	-	-	-	640	-	-	86,587	86,587
1.125	SGI Economic Development Commission	139,036	139,036	-	-	-	139,036	139,036	-	-	-	1,580	-	-	137,456	137,456
1.126	Victoria Family Court Committee	15,803	15,803	-	-	-	15,803	15,803	-	-	-	803	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	349,567	349,567	-	-	-	349,567	349,567	-	-	-	16,212	-	-	333,355	333,355
1.129	Vancouver Island Regional Library - Debt	340,456	2,190	338,266	-	-	340,456	340,456	-	-	-	340,456	-	-	-	-
1.131	West Shore RCMP Detachment Expansion - Debt	7,622,385	-	7,622,385	-	-	7,622,385	7,622,385	-	-	-	-	-	-	7,622,385	7,622,385
1.133	Langford E.A. - Greater Victoria Public Library	36,740	36,740	-	-	-	36,740	36,740	-	-	-	100	-	-	36,640	36,640
1.137	Galiano Island Community Use Building	75,575	43,332	30,653	-	1,590	75,575	75,575	-	-	-	360	-	-	75,215	75,215
1.138	Southern Gulf Islands Regional Library	278,292	278,292	-	-	-	278,292	278,292	-	-	-	2,700	-	-	275,592	275,592
1.141	Salt Spring Island Public Library	837,669	751,506	9,888	-	76,275	837,669	837,669	-	-	-	1,180	-	-	836,489	836,489
1.15X	Municipalities' Own Debt - M.F.A.	20,793,133	106,267	20,686,866	-	-	20,793,133	20,793,133	-	-	-	106,267	-	-	20,686,866	20,686,866
1.170	Gossip Island Electric Power Supply	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.131	West Shore RCMP Detachment Expansion - Debt	7,622,385	-	7,622,385	-	-	7,622,385	7,622,385	-	-	-	-	-	-	7,622,385	7,622,385
1.224	Community Health	280,414	280,414	-	-	-	280,414	280,414	-	-	-	40,893	-	-	239,521	239,521
1.226	Health Facilities - VIHA	1,539,297	629,818	-	-	909,479	1,539,297	1,539,297	-	-	1,539,297	-	-	-	-	-
1.227	Saturna Island Medical Clinic	11,420	11,420	-	-	-	11,420	11,420	-	-	-	1,630	-	-	9,790	9,790
1.228	Galiano Health Service	241,885	241,885	-	-	-	241,885	241,885	-	-	-	130	-	-	241,755	241,755
1.229	Pender Islands Health Care Centre	348,203	348,203	-	-	-	348,203	348,203	-	-	-	2,450	-	-	345,753	345,753
1.230	Traffic Safety Commission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.232	Port Renfrew Street Lighting	10,256	10,256	-	-	-	10,256	10,256	-	-	-	380	4,570	5,306	-	5,306
1.234	SSI Street Lighting	35,982	35,412	-	-	570	35,982	35,982	-	-	-	40	-	-	35,942	35,942
1.235	SGI Small Craft Harbour Facilities	575,533	301,900	87,493	-	186,140	575,533	575,533	-	-	8,633	175,550	391,350	-	391,350	391,350
1.236	Salt Spring Island Fernwood Dock	36,770	18,825	-	-	17,945	36,770	36,770	-	-	-	170	-	-	36,600	36,600
1.238A	Community Transit (SSI)	757,078	725,303	-	-	31,775	757,078	757,078	-	-	-	198,660	-	-	558,418	558,418
1.238B	Community Transportation (SSI)	144,379	55,309	-	-	89,070	144,379	144,379	-	-	-	410	-	-	143,969	143,969
1.280	Regional Parks	25,140,448	17,221,671	4,395,553	-	218,855	3,304,369	25,140,448	4,784,293	-	1,083,620	823,421	-	-	18,449,114	18,449,114
1.290	Royal Theatre	605,955	115,955	-	-	109,000	381,000	605,955	-	-	-	-	-	-	605,955	605,955
1.295	McPherson Theatre	783,045	350,000	-	-	94,000	339,045	783,045	-	-	-	33,045	-	-	750,000	750,000
1.297	Arts Grants	3,517,929	3,516,839	-	-	1,090	3,517,929	3,517,929	17,090	52,700	172,779	-	-	-	3,275,360	3,275,360
1.299	Salt Spring Island Arts	160,741	160,741	-	-	-	160,741	160,741	-	-	-	160,551	-	-	160,190	160,190
1.309	Climate Action and Adaptation	2,029,268	1,952,658	-	-	76,610	2,029,268	2,029,268	-	-	95,874	67,653	-	-	1,865,741	1,865,741
1.310	Land Banking & Housing	4,891,193	2,529,695	2,357,248	-	4,250	4,891,193	4,891,193	409,631	-	806,880	2,000	-	-	3,672,682	3,672,682
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.313	Animal Care Services	2,195,975	2,106,035	-	-	89,940	2,195,975	2,195,975	-	-	1,518,510	55,140	-	-	622,325	622,325
1.314	SGI House Numbering	11,020	11,020	-	-	-	11,020	11,020	-	-	-	120	-	-	10,900	10,900
1.315	Biodiversity & Environmental Stewardship	239,410	239,410	-	-	-	239,410	239,410	112,324	-	-	-	-	-	127,086	127,086
1.316	SSI Building Numbering	11,177	11,177	-	-	-	11,177	11,177	-	-	-	10	-	-	11,167	11,167
1.317	JDF Building Numbering	15,121	15,121	-	-	-	15,121	15,121	-	-	-	50	-	-	15,071	15,071
1.318	Building Inspection	2,574,117	2,474,117	-	-	14,700	83,300	2,574,117	34,960	21,630	5,380	1,473,450	-	-	1,038,687	1,038,687
1.319	Soil Deposit Removal	30,794	30,794	-	-	-	30,794	30,794	-	-	8,624	40	10,400	-	11,730	11,730
1.320	Noise Control	83,852	76,802	-	-	7,050	83,852	83,852	-	-	-	290	-	-	83,562	83,562
1.322	Nuisances & Unsightly Premises	68,219	67,119	-	-	1,100	68,219	68,219	-	-	-	320	-	-	67,899	67,899
1.323	By-Law Enforcement	1,238,191	1,191,736	-	-	46,455	1,238,191	1,238,191	1,184,110	-	-	54,081	-	-	-	-
1.324	Regional Planning Services	923,403	918,673	-	-	4,730	923,403	923,403	183,570	-	-	25,924	-	-	713,909	713,909
1.325	Electoral Area Services - Planning	1,104,586	1,029,636	-	-	74,950	1,104,586	1,104,586	46,400	-	52,515	2,410	49,080	-	954,181	954,181
1.326	Foodlands	485,478	485,478	-	-	144,765	485,478	485,478	-	-	-	15,100	-	-	470,378	470,378
1.329	Regional Transportation	7,948,264	7,121,244	-	-	827,020	7,948,264	7,948,264	-	-	28,000	44,706	-	-	7,875,558	7,875,558
1.330	Regional Growth Strategy	322,183	322,183	-	-	-	322,183	322,183	-	-	-	18,490	-	-	303,693	303,693
1.335	Geo-Spatial Referencing System	198,768	1													

Schedule A

CAPITAL REGIONAL DISTRICT 2028 FINANCIAL PLAN										Schedule A									
Expenditures										Revenue									
		Total 2028	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves			Total 2028	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2028	
1.44X	Panorama Rec. Center.	14,003,402	11,243,109	1,542,333	-	-	1,217,960			14,003,402	-	-	-	2,698,020	3,684,200	-	7,621,182	7,621,182	
1.45X	SSI Parks and Recreation	4,590,177	4,104,430	117,747	-	-	368,000			4,590,177	-	64,780	-	220,204	630,720	-	3,674,473	3,674,473	
1.465	Saturna Island Comm. Parks	-	30,280	-	-	-	5,180			35,460	-	-	-	1,600	-	-	33,860	33,860	
1.468	Saturna Island - Community Rec.	-	18,328	-	-	-	-			18,328	-	-	-	840	-	-	17,488	17,488	
1.475	Mayne Is. Com. Parks & Rec	-	106,526	-	-	-	20,190			106,526	-	-	-	300	-	-	106,226	106,226	
1.476	Mayne Is. Comm. Parks (reserve)	-	11,520	-	-	-	-			11,520	-	-	-	10,400	1,120	-	-	-	
1.478	Mayne Is. Community Rec.	-	40,220	-	-	-	-			40,220	-	-	-	-	-	-	40,160	40,160	
1.485	North & South Pender Com. Parks	-	204,338	-	-	-	31,210			204,338	-	-	-	2,340	-	-	201,998	201,998	
1.488	North & South Pender Com. Rec	-	81,810	-	-	-	-			81,810	-	-	-	900	-	-	80,910	80,910	
1.495	Galiano Parks	-	163,209	-	-	-	12,580			163,209	-	-	12,020	29,370	-	-	121,819	121,819	
1.498	Galiano Community Recreation	-	50,760	-	-	-	-			50,760	-	-	-	30	-	-	50,730	50,730	
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	51,505,048	49,924,071	-	-	-	1,580,977			51,505,048	-	-	738,185	18,653,645	32,113,218	-	-	-	
1.523	Port Renfrew Refuse Disposal	-	197,629	-	-	-	22,905			197,629	-	47,227	-	79,676	-	-	70,726	70,726	
1.525	Solid Waste Disposal - Debt	-	3,354,322	-	3,349,022	-	-			3,354,322	-	-	-	5,400	3,348,922	-	-	-	
1.531	Stormwater Quality Management - Sooke	-	33,737	-	30,982	-	2,755			33,737	-	-	-	154	-	-	33,583	33,583	
1.533	Stormwater Quality Management - SGI	-	45,151	-	45,151	-	-			45,151	-	-	-	576	-	-	44,575	44,575	
1.535	Stormwater Quality Management - SSI	-	27,979	-	27,979	-	-			27,979	-	-	4,510	122	-	-	23,347	23,347	
1.536	LWMP-Stormwater Quality Management-Core	-	826,700	-	826,700	-	-			826,700	-	-	51,816	88,554	-	-	686,330	686,330	
1.537	Stormwater Quality Management - Peninsula	-	135,584	-	135,584	-	-			135,583	-	-	10,363	4,508	-	-	120,712	120,712	
1.538	Source - Stormwater Quality - Peninsula	-	66,208	-	66,208	-	-			66,208	-	-	2,628	1,594	-	-	61,986	61,986	
1.57X	Environmental Services	32,573,546	31,781,852	-	-	-	791,694			32,573,546	-	32,573,546	-	-	-	-	-	-	
1.580	EA Utility Operations	-	1,996,068	-	-	-	156,970			1,996,068	-	1,996,068	-	-	-	-	-	-	
1.911	911 Systems	2,694,995	1,631,890	1,011,949	-	-	51,156			2,694,995	-	-	-	1,961,702	106,413	-	626,880	626,880	
1.912B	911 Call Answer - Municipalities	-	-	-	-	-	-			-	-	559,118	-	-	-	-	-	-	
1.913	913 Fire Dispatch	474,680	459,564	-	-	-	15,116			474,680	-	-	-	41,380	19,010	-	(517,738)	(517,738)	
1.921	Regional CREST Contribution	-	2,206,755	-	2,206,755	-	-			2,206,755	-	-	-	112,430	-	-	2,094,325	2,094,325	
1.923	Emergency Comm. - CREST - JDF	-	204,698	-	204,698	-	-			204,698	-	-	-	202,608	-	-	202,608	202,608	
1.924	Emergency Comm. - CREST - SDJ	-	168,414	-	168,414	-	-			168,414	-	-	-	290	-	-	168,124	168,124	
1.925	Emergency Comm. - CREST - SSI	-	167,471	-	167,471	-	-			167,471	-	-	-	160	-	-	167,311	167,311	
2.610	Saanich Peninsula Water Supply	11,614,645	9,737,561	1,277,084	-	-	600,000			11,614,645	-	-	-	530	11,614,115	-	-	-	
2.620	SSI Highland Water System	-	-	-	-	-	-			-	-	-	-	-	-	-	-	-	
2.621	Highland / Fernwood Water - SSI	712,780	469,602	58,683	-	-	184,495			712,780	-	-	-	840	578,730	133,210	-	133,210	
2.622	Cedars of Tuum	-	101,324	-	46,984	-	54,340			101,324	-	-	-	90	101,234	-	-	-	
2.624	Beddis Water	-	240,340	-	23,520	-	121,610			385,470	-	-	20,000	150	242,910	122,410	-	122,410	
2.626	Fulford Water	-	186,409	-	19,846	-	98,775			305,030	-	-	-	740	219,040	85,250	-	85,250	
2.628	Cedar Lane Water (SSI)	-	134,920	-	16,926	-	45,716			134,920	-	-	-	910	41,856	-	-	-	
2.630	Magic Lakes Estate Water System	-	1,360,967	-	164,773	-	247,815			1,360,967	-	-	25,000	10,850	565,950	759,167	-	759,167	
2.640	Saturna Island Water System (Lylall Harbour)	-	411,872	-	92,049	-	81,940			411,872	-	-	15,000	900	162,070	233,902	-	233,902	
2.642	Skana Water (Mayne)	-	201,195	-	1,334	-	115,781			201,195	-	-	10,000	-100	82,440	108,855	-	108,855	
2.650	Port Renfrew Water	-	285,791	-	75,111	-	31,265			285,791	-	-	13,000	1,221	138,410	133,160	-	133,160	
2.660	Fernwood Water	-	-	-	-	-	-			-	-	-	-	-	-	-	-	-	
2.665	Sticks Allison Water (Galiano)	-	118,390	-	61,970	-	56,420			118,390	-	-	-	100	109,460	8,830	-	8,830	
2.667	Surfside Park Estates (Mayne)	-	347,910	-	144,030	-	203,880			347,910	-	-	12,000	200	157,640	178,070	-	178,070	
2.670	Regional Water Supply	60,236,614	25,516,502	9,022,542	-	25,000,000	697,570			60,236,614	-	-	-	1,389,457	58,847,157	-	-	-	
2.680	Juan de Fuca Water Distribution	-	37,071,998	-	4,265,302	-	759,900			37,071,998	-	-	-	318,647	36,753,351	-	-	-	
2.681	Florence Lake Water System Debt	-	19,108	-	70	-	-			19,108	-	-	-	107	-	-	19,001	19,001	
2.682	Seagirt Water System Debt	-	144,036	-	144,036	-	-			144,036	-	-	-	-	-	144,036	-	144,036	
2.691	Wilderness Mountain Water Service	-	236,791	-	54,259	-	29,880			236,791	-	-	4,000	181	138,570	94,040	-	94,040	
3.700	Septage Disposal	-	173,581	-	-	-	-			173,581	-	-	-	173,221	360	-	-	-	
3.701	Millstream Remediation Service	-	-	-	-	-	-			-	-	-	-	-	-	-	-	-	
3.705	SSI Liquid Waste Disposal	-	1,406,376	-	76,139	-	173,595			1,406,376	-	-	-	1,621	947,980	456,775	-	456,775	
3.707	LWMP - On Site System Management Program	-	200,062	-	-	-	-			200,062	-	-	-	49,074	12,232	-	138,756	138,756	
3.71X	Core Area Wastewater Operations	44,694,405	42,694,405	-	-	-	2,000,000			44,694,405	-	1,145,790	95,000	36,018,303	-	-	7,435,312	7,435,312	
3.718	Peninsula Wastewater TP	-	6,156,730	-	7,445,190	-	745,710			6,156,730	-	-	144,600	30,000	3,163,259	-	2,818,871	2,818,871	
3.720	LWMP - (Peninsula) - Implementation	-	110,946	-	-	-	-			110,946	-	-	-	75,908	949	-	34,089	34,089	
3.750	LWMP - Core and West Shore	-	656,151	-	387,751	-	268,400			656,151	-	-	-	180,615	208,080	-	267,456	267,456	
3.751	LWMP - Core and West Shore Debt	-	-	-	-	-	-			-	-	-	-	-	-	-	-	-	
3.752	LWMP - Harbour Studies	-	408,794	-	408,794	-	-			408,794	-	-	-	22,777	-	-	386,017	386,017	
3.755	Regional Source Control	-	1,848,588	-	-	-	-			1,848,588	-	55,945	43,086	87,253	66,763	-	1,595,541	1,595,541	
3.756	Harbours Environmental Action	-	-	-	-	-	-			-	-	-	-	-	-	-	-	-	
3.7XX	Core Area & Legacy Trunk Sewer - Debt	37,877,393	382,110	22,960,859	-	5,529,745	9,004,679			37,877,393	-	-	10,283,553	20,025,837	-	-	7,568,003	7,568,003	
3.810	Ganges Sewer	-	1,807,780	-	381,465	-	299,250			1,807,780	-	-	80,000	3,092	1,639,510	85,178	-	85,178	
3.820	Maliview Estates Sewer System	-	472,178	-	169,068	-	22,450			472,178	-	-	-	26,410	276,700	169,068	-	169,068	
3.830	Magic Lake Estates Sewer System	-	1,165,909	-	73,488	-	240,795			1,165,909	-	12,640	-	4,630	386,880	761,759	-	761,759	
3.830D	Magic Lake Estates Sewer Debt	-	1,760	-	230,685	-	-			232,445	-	-	-	-	229,484	-	-	-	
3.850	Port Renfrew Sewer	-	170,792	-	2,425	-	37,370			170,792	-	-	-	1,630	84,570	84,592	-	84,592	
21.A.LL	Feasibility Study Reserve Fund - All	-	-	-	-	-	-			-	-	-	-	-	-	-	-	-	
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-			-	-	-	-	-	-	-	-	-	

Schedule A

CAPITAL REGIONAL DISTRICT 2029 FINANCIAL PLAN							Schedule A									
		Expenditures					Revenue									
		Total 2029	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2029	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2029
1.010	Legislative & General Government	50,764,887	49,832,086	-	-	578,700	354,101	50,764,887	500,000	31,964,252	-	1,840,251	111,930	-	16,348,454	16,348,454
1.10X	Facilities Management	5,517,807	4,785,737	-	-	-	732,070	5,517,807	-	5,300,349	-	35,982	-	-	181,476	181,476
1.101	G.I.S.	765,481	695,771	-	-	19,710	50,000	765,481	-	567,716	-	6,545	-	-	191,220	191,220
1.103	Elections	42,610	42,610	-	-	-	42,610	42,610	-	-	-	160	-	-	42,450	42,450
1.104	U.B.C.M.	15,271	15,271	-	-	-	-	15,271	-	-	-	100	-	-	15,171	15,171
1.108	Joint Electoral Area Admin	347,157	347,157	-	-	-	-	347,157	-	-	-	-	-	-	347,157	347,157
1.109	Electoral Area Admin Exp - JDF	95,190	91,030	-	-	-	4,160	95,190	-	-	-	260	-	-	94,930	94,930
1.110	Electoral Area Admin Exp - SGI	494,125	492,915	-	-	-	1,210	494,125	-	-	15,306	17,919	-	-	460,900	460,900
1.111	Electoral Area Admin Exp - SSI	1,694,591	1,594,316	-	-	-	100,275	1,694,591	-	784,820	-	5,931	-	-	903,840	903,840
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	26,604	26,604	-	-	-	-	26,604	-	-	-	330	-	-	26,274	26,274
1.116	Grant-in-Aid - Salt Spring Island	80,729	80,729	-	-	-	-	80,729	-	-	-	140	-	-	80,589	80,589
1.117	Grant-in-Aid - Southern Gulf Islands	127,627	127,627	-	-	-	-	127,627	-	-	-	1,340	-	-	126,287	126,287
1.119	Vancouver Island Regional Library	469,564	469,564	-	-	-	-	469,564	-	-	-	820	-	-	468,744	468,744
1.121	Sooke Regional Museum	326,059	326,059	-	-	-	-	326,059	-	-	-	750	-	-	325,309	325,309
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	-	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	87,775	79,975	-	-	-	-	87,775	-	-	-	650	-	-	87,125	87,125
1.125	SGI Economic Development Commission	141,866	141,866	-	-	-	-	141,866	-	-	-	1,610	-	-	140,256	140,256
1.126	Victoria Family Court Committee	15,803	15,803	-	-	-	-	15,803	-	-	-	803	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	356,558	356,558	-	-	-	-	356,558	-	-	-	16,212	-	-	340,346	340,346
1.129	Vancouver Island Regional Library - Debt	340,456	2,190	338,266	-	-	-	340,456	-	-	-	340,456	-	-	-	-
1.131	West Shore RCMP Detachment Expansion - Debt	7,622,385	-	7,622,385	-	-	-	7,622,385	-	-	-	-	-	-	7,622,385	7,622,385
1.133	Langford E.A. - Greater Victoria Public Library	37,475	37,475	-	-	-	-	37,475	-	-	-	100	-	-	37,375	37,375
1.137	Galiano Island Community Use Building	76,940	44,137	-	-	-	-	76,940	-	-	-	220	-	-	76,720	76,720
1.138	Southern Gulf Islands Regional Library	283,867	283,867	-	-	-	-	283,867	-	-	-	2,750	-	-	281,117	281,117
1.141	Salt Spring Island Public Library	854,371	766,846	-	-	-	87,525	854,371	-	-	-	1,150	-	-	853,221	853,221
1.15X	Municipalities' Own Debt - M.F.A.	20,650,601	104,927	20,545,674	-	-	-	20,650,601	-	-	-	104,927	-	-	20,545,674	20,545,674
1.170	Gossip Island Electric Power Supply	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.224	Community Health	285,646	285,646	-	-	-	-	285,646	-	-	-	40,913	-	-	244,733	244,733
1.226	Health Facilities - VIHA	1,539,297	636,054	-	-	-	903,243	1,539,297	-	-	-	1,539,297	-	-	-	-
1.227	Saturna Island Medical Clinic	11,645	11,645	-	-	-	-	11,645	-	-	-	1,660	-	-	9,985	9,985
1.228	Galiano Health Service	241,885	241,885	-	-	-	-	241,885	-	-	-	130	-	-	241,755	241,755
1.229	Pender Islands Health Care Centre	348,249	348,249	-	-	-	-	348,249	-	-	-	2,500	-	-	345,749	345,749
1.230	Traffic Safety Commission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.232	Port Renfrew Street Lighting	10,457	10,457	-	-	-	-	10,457	-	-	-	390	4,660	5,407	-	5,407
1.234	SSI Street Lighting	36,701	36,121	-	-	-	580	36,701	-	-	-	40	-	-	36,661	36,661
1.235	SGI Small Craft Harbour Facilities	587,041	309,983	87,493	-	-	189,565	587,041	-	-	-	8,801	179,060	399,180	-	399,180
1.236	Salt Spring Island Fernwood Dock	40,432	19,332	-	-	-	21,100	40,432	-	-	-	170	-	40,262	-	40,262
1.238A	Community Transit (SSI)	788,960	739,810	-	-	-	49,150	788,960	-	-	-	202,620	-	-	586,340	586,340
1.238B	Community Transportation (SSI)	147,241	56,411	-	-	-	90,830	147,241	-	-	-	420	-	-	146,821	146,821
1.280	Regional Parks	27,272,217	17,481,964	6,116,704	-	223,233	3,450,316	27,272,217	-	6,104,506	-	1,087,475	836,570	-	19,243,666	19,243,666
1.290	Royal Theatre	605,955	115,955	-	-	113,000	377,000	605,955	-	-	-	-	-	-	605,955	605,955
1.295	McPherson Theatre	783,045	350,000	-	-	98,000	335,045	783,045	-	-	-	33,045	-	-	750,000	750,000
1.297	Arts Grants	3,596,072	3,594,962	-	-	-	1,110	3,596,072	-	17,498	52,700	172,779	-	-	3,353,095	3,353,095
1.299	Salt Spring Island Arts	163,933	163,933	-	-	-	-	163,933	-	-	-	190	-	-	163,743	163,743
1.309	Climate Action and Adaptation	2,045,703	1,969,093	-	-	-	76,610	2,045,703	-	-	-	75,874	67,653	-	1,902,176	1,902,176
1.310	Land Banking & Housing	4,561,209	2,199,661	2,357,248	-	-	4,300	4,561,209	-	417,780	-	284,146	2,000	-	3,857,283	3,857,283
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.313	Animal Care Services	2,244,785	2,149,285	-	-	-	95,500	2,244,785	-	-	-	1,548,890	56,240	-	639,655	639,655
1.314	SGI House Numbering	11,241	11,241	-	-	-	-	11,241	-	-	-	120	-	-	11,121	11,121
1.315	Biodiversity & Environmental Stewardship	244,200	244,200	-	-	-	-	244,200	-	115,694	-	-	-	-	128,506	128,506
1.316	SSI Building Numbering	11,398	11,398	-	-	-	-	11,398	-	-	-	10	-	-	11,388	11,388
1.317	JDF Building Numbering	15,426	15,426	-	-	-	-	15,426	-	-	-	50	-	-	15,376	15,376
1.318	Building Inspection	2,686,639	2,527,244	-	-	14,990	144,405	2,686,639	-	35,660	-	5,500	1,502,920	-	1,142,559	1,142,559
1.319	Soil Deposit Removal	31,411	31,411	-	-	-	-	31,411	-	-	8,801	40	10,610	-	11,960	11,960
1.320	Noise Control	85,532	78,332	-	-	-	7,200	85,532	-	-	-	300	-	-	85,232	85,232
1.322	Nuisances & Unsightly Premises	69,580	68,460	-	-	-	1,120	69,580	-	-	-	320	-	-	69,260	69,260
1.323	By-Law Enforcement	1,261,296	1,215,296	-	-	-	46,000	1,261,296	-	1,206,150	-	55,146	-	-	-	-
1.324	Regional Planning Services	943,817	938,997	-	-	-	4,820	943,817	-	187,960	-	26,442	-	-	729,415	729,415
1.325	Electoral Area Services - Planning	1,109,632	1,033,182	-	-	-	76,450	1,109,632	-	47,330	17,430	2,460	50,060	-	992,352	992,352
1.326	Foodlands	495,190	346,180	-	-	-	149,010	495,190	-	-	-	15,100	-	-	480,090	480,090
1.329	Regional Transportation	9,305,967	8,462,411	-	-	-	843,556	9,305,967	-	-	-	45,598	-	-	9,260,369	9,260,369
1.330	Regional Growth Strategy	328,480	328,480	-	-	-	-	328,480	-	-	-	18,860	-	-	309,620	309,620
1.335	Geo-Spatial Referencing System	201,665	147,165	-	-	10,000	44,500	201,665	-	-	-	8,382	9,640	-	183,643	183,643
1.340	JDF Livestock Injury Compensation	3,167	3,167	-	-	-	-	3,167	-	-	-	47	-	-	3,120	3,120
1.341	SGI Livestock Injury Compensation	3,169	3,169	-	-	-	-	3,169	-	-	-	27	-	-	3,142	3,142
1.342	SSI Livestock Injury Compensation	3,167	3,167	-	-	-	-	3,167	-	-	-	36	-	-	3,131	3,131
1.350	Willis Point Fire Protect & Recreation</															

Schedule A

CAPITAL REGIONAL DISTRICT 2029 FINANCIAL PLAN																	Schedule A	
		Expenditures						Revenue										
		Total 2029	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2029	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2029		
1.44X	Panorama Rec. Center.	15,430,913	11,478,343	2,710,240	-	-	1,242,330	15,430,913	-	-	-	2,748,600	3,757,880	-	8,924,433	8,924,433		
1.45X	SSI Parks and Recreation	4,696,897	4,190,150	117,747	-	-	389,000	4,696,897	-	66,070	-	224,294	643,330	-	3,763,203	3,763,203		
1.465	Saturna Island Comm. Parks	36,170	30,890	-	-	-	5,280	36,170	-	-	-	1,630	-	-	34,540	34,540		
1.468	Saturna Island - Community Rec.	18,708	18,708	-	-	-	-	18,708	-	-	-	860	-	-	17,848	17,848		
1.475	Mayne Is. Com. Parks & Rec	108,788	88,198	-	-	-	20,590	108,788	-	-	-	300	-	-	108,488	108,488		
1.476	Mayne Is. Comm. Parks (reserve)	11,750	11,750	-	-	-	-	11,750	-	-	-	10,610	1,140	-	-	-		
1.478	Mayne Is. Community Rec.	41,020	41,020	-	-	-	-	41,020	-	-	-	60	-	-	40,960	40,960		
1.485	North & South Pender Com. Parks	208,480	176,650	-	-	-	31,830	208,480	-	-	-	2,380	-	-	206,100	206,100		
1.488	North & South Pender Com. Rec	83,460	83,460	-	-	-	-	83,460	-	-	-	820	-	-	82,540	82,540		
1.495	Galliano Parks	166,566	153,736	-	-	-	12,830	166,566	-	-	12,260	29,950	-	-	124,356	124,356		
1.498	Galliano Community Recreation	51,770	51,770	-	-	-	-	51,770	-	-	-	30	-	-	51,740	51,740		
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	52,239,055	50,618,419	-	-	-	1,620,636	52,239,055	-	-	1,241,809	19,023,915	31,973,331	-	-	-		
1.523	Port Renfrew Refuse Disposal	202,053	178,413	-	-	-	23,640	202,053	-	48,644	-	79,695	3,150	-	70,564	70,564		
1.525	Solid Waste Disposal - Debt	3,413,919	17,800	3,396,119	-	-	-	3,413,919	-	-	-	5,400	3,408,519	-	-	-		
1.531	Stormwater Quality Management - Sooke	34,342	31,511	-	-	-	2,831	34,342	-	-	-	154	-	-	34,188	34,188		
1.533	Stormwater Quality Management - SGI	45,953	45,953	-	-	-	-	45,953	-	-	-	576	-	-	45,377	45,377		
1.535	Stormwater Quality Management - SSI	28,259	28,259	-	-	-	-	28,259	-	-	-	3,625	124	-	24,510	24,510		
1.536	LWMP-Stormwater Quality Management-Core	839,986	839,986	-	-	-	-	839,987	-	-	52,749	88,554	-	-	698,684	698,684		
1.537	Stormwater Quality Management - Peninsula	137,943	137,943	-	-	-	-	137,943	-	-	-	10,550	4,508	-	122,885	122,885		
1.538	Source - Stormwater Quality - Peninsula	68,001	68,001	-	-	-	-	68,001	-	-	2,691	1,594	-	-	63,716	63,716		
1.57X	Environmental Services	32,673,947	31,818,819	-	-	-	855,128	32,673,947	-	32,673,947	-	-	-	-	-	-		
1.580	EA Utility Operations	2,036,254	1,877,720	-	-	-	158,534	2,036,254	-	2,036,254	-	-	-	-	-	-		
1.911	911 Systems	2,726,662	1,657,200	1,011,949	-	-	57,513	2,726,662	-	-	-	1,945,227	104,285	-	677,150	677,150		
1.912B	911 Call Answer - Municipalities	-	-	-	-	-	-	-	-	547,936	-	-	-	-	(505,726)	(505,726)		
1.913	913 Fire Dispatch	497,850	491,755	-	-	-	5,975	497,850	-	-	-	-	-	-	478,460	478,460		
1.921	Regional CREST Contribution	2,250,890	2,250,890	-	-	-	-	2,250,890	-	-	-	114,670	-	-	2,136,220	2,136,220		
1.923	Emergency Comm - CREST - SGI	208,798	208,798	-	-	-	-	208,798	-	-	-	2,130	-	-	206,668	206,668		
1.924	Emergency Comm - CREST - JDF	171,789	171,789	-	-	-	-	171,789	-	-	-	290	-	-	171,499	171,499		
1.925	Emergency Comm - CREST - SSI	170,816	170,816	-	-	-	-	170,816	-	-	-	160	-	-	170,656	170,656		
2.610	Saanich Peninsula Water Supply	12,841,698	10,964,614	1,277,084	-	-	600,000	12,841,698	-	-	-	540	12,841,158	-	-	-		
2.620	SSI Highland Water System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
2.621	Highland / Fernwood Water - SSI	786,850	489,793	226,672	-	-	70,385	786,850	-	-	20,000	860	599,480	166,510	-	166,510		
2.622	Cedars of Tuam	123,164	67,904	-	-	-	55,260	123,164	-	-	20,000	90	103,074	-	-	-		
2.624	Beddis Water	377,610	225,980	24,730	-	-	126,900	377,610	-	-	-	150	249,380	128,080	-	128,080		
2.626	Fulford Water	339,270	210,284	19,846	-	-	108,140	339,270	-	-	20,000	760	229,990	88,520	-	88,520		
2.628	Oxley Lane Water (SSI)	148,056	73,785	16,356	-	-	55,355	148,056	-	-	-	101	646	44,946	-	44,946		
2.630	Magic Lakes Estate Water System	1,400,673	938,234	184,184	-	-	278,255	1,400,673	-	-	10,390	933,150	797,133	-	797,133	-		
2.640	Saturna Island Water System (Lyall Harbour)	434,377	229,411	116,676	-	-	88,290	434,377	-	-	-	900	170,170	263,307	-	263,307		
2.642	Skana Water (Mayne)	200,594	76,375	7,223	-	-	116,996	200,594	-	-	-	100	85,000	115,494	-	115,494		
2.650	Port Renfrew Water	327,121	167,217	120,727	-	-	39,177	327,121	-	-	-	1,241	166,090	159,790	-	159,790		
2.660	Fernwood Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
2.665	Sticks Allison Water (Galliano)	133,410	71,735	1,820	-	-	59,855	133,410	-	-	7,000	100	113,810	12,500	-	12,500		
2.667	Surfside Park Estates (Mayne)	350,080	135,255	1,210	-	-	213,615	350,080	-	-	-	200	165,520	184,360	-	184,360		
2.670	Regional Water Supply	68,749,171	25,852,281	15,435,390	-	26,750,000	711,520	68,749,171	-	-	-	1,164,482	67,584,689	-	-	-		
2.680	Juan de Fuca Water Distribution	40,247,148	24,303,576	4,673,480	-	10,500,000	770,090	40,247,148	-	-	-	327,912	39,919,234	-	-	-		
2.681	Florence Lake Water System Debt	19,108	19,108	-	-	-	-	19,108	-	-	-	107	-	19,001	-	19,001		
2.682	Seagirt Water System Debt	144,036	-	144,036	-	-	-	144,036	-	-	-	-	-	144,036	-	144,036		
2.691	Wilderness Mountain Water Service	254,291	161,657	54,259	-	-	38,375	254,291	-	10,000	51	145,500	88,740	-	88,740	-		
3.700	Septage Disposal	177,062	177,062	-	-	-	-	177,062	-	-	-	176,681	381	-	-	-		
3.701	Millstream Remediation Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
3.705	SSI Liquid Waste Disposal	1,434,130	1,178,660	-	-	-	255,470	1,434,130	-	-	-	1,281	966,940	465,909	-	465,909		
3.707	LWMP - On Site System Management Program	205,132	205,132	-	-	-	-	205,131	-	-	50,397	12,232	-	142,502	-	142,502		
3.71X	Core Area Wastewater Operations	45,400,618	43,400,618	-	-	-	2,000,000	45,400,618	-	1,164,412	640,000	36,133,852	-	-	7,462,354	7,462,354		
3.718	Peninsula Wastewater TP	6,387,776	4,892,920	733,636	-	-	761,220	6,387,776	-	147,490	100,000	3,246,823	-	-	2,893,463	2,893,463		
3.720	LWMP - (Peninsula) - Implementation	39,713	39,713	-	-	-	-	39,713	-	-	-	4,061	649	-	34,703	34,703		
3.750	LWMP - Core and West Shore	670,007	394,638	-	-	-	275,369	670,007	-	-	-	184,270	212,240	-	273,497	273,497		
3.751	LWMP - Core and West Shore Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
3.752	LWMP - Harbour Studies	420,488	420,488	-	-	-	-	420,488	-	-	-	22,777	-	-	397,711	397,711		
3.755	Regional Source Control	1,901,478	1,901,478	-	-	-	-	1,901,478	-	56,392	45,395	87,253	68,098	-	1,644,340	1,644,340		
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
3.7XX	Core Area & Legacy Trunk Sewer - Debt	70,909,390	315,760	54,297,988	-	5,529,745	10,765,897	70,909,390	-	-	41,134,212	21,557,136	-	-	8,218,042	8,218,042		
3.810	Ganges Sewer	1,848,543	1,052,528	478,925	-	-	317,090	1,848,543	-	-	-	3,120	1,754,280	91,143	-	91,143		
3.820	Malview Estates Sewer System	-	482,378	286,300	-	-	27,010	-	-	-	-	26,930	286,380	169,068	-	169,068		
3.830	Magic Lake Estates Sewer System	1,188,941	874,100	74,966	-	-	239,875	1,188,941	-	12,890	-	4,440	394,620	776,991	-	776,991		
3.830D	Magic Lake Estates Sewer Debt	232,445	232,445	-	-	-	-	232,445	-	-	-	-	-	229,484	-	229,484		
3.850	Port Renfrew Sewer	182,630	134,692	18,438	-	-	29,500	182,630	-	-	-	1,630	90,490	90,510	-	90,510		
21.ALL	Feasibility Study Reserve Fund - All	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		

Schedule A

CAPITAL REGIONAL DISTRICT 2030 FINANCIAL PLAN							Schedule A									
Expenditures							Revenue									
		Total 2030	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2030	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2030
1.010	Legislative & General Government	51,787,682	50,839,292	-	-	589,120	359,270	51,787,682	500,000	32,566,710	-	1,851,801	113,370	-	16,755,801	16,755,801
1.10X	Facilities Management	5,621,992	4,888,682	-	-	-	733,310	5,621,992	-	5,399,661	-	36,522	-	-	185,809	185,809
1.101	G.I.S.	784,463	714,363	-	-	20,100	50,000	784,463	-	579,070	-	6,545	-	-	198,848	198,848
1.103	Elections	280,260	280,260	-	-	-	-	280,260	-	-	148,370	88,590	-	-	43,300	43,300
1.104	U.B.C.M.	15,575	15,575	-	-	-	-	15,575	-	-	-	100	-	-	15,475	15,475
1.108	Joint Electoral Area Admin	355,240	355,240	-	-	-	-	355,240	-	-	-	-	-	-	355,240	355,240
1.109	Electoral Area Admin Exp - JDF	97,089	92,849	-	-	-	4,240	97,089	-	-	-	260	-	-	96,829	96,829
1.110	Electoral Area Admin Exp - SGI	504,746	503,516	-	-	-	1,230	504,746	-	-	16,286	18,340	-	-	470,120	470,120
1.111	Electoral Area Admin Exp - SSI	1,804,421	1,705,516	-	-	-	98,905	1,804,421	-	800,550	75,600	5,951	-	-	922,320	922,320
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	26,636	26,636	-	-	-	-	26,636	-	-	-	340	-	-	26,296	26,296
1.116	Grant-in-Aid - Salt Spring Island	82,347	82,347	-	-	-	-	82,347	-	-	-	140	-	-	82,207	82,207
1.117	Grant-in-Aid - Southern Gulf Islands	130,183	130,183	-	-	-	-	130,183	-	-	-	1,360	-	-	128,823	128,823
1.119	Vancouver Island Regional Library	478,955	478,955	-	-	-	-	478,955	-	-	-	840	-	-	478,115	478,115
1.121	Sooke Regional Museum	332,580	332,580	-	-	-	-	332,580	-	-	-	770	-	-	331,810	331,810
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	-	-	-	-	-
1.124	SSI Economic Development Commission	88,336	80,376	-	-	-	7,960	88,336	-	-	-	660	-	-	87,676	87,676
1.125	SGI Economic Development Commission	144,739	144,739	-	-	-	-	144,739	-	-	-	1,640	-	-	143,099	143,099
1.126	Victoria Family Court Committee	15,803	15,803	-	-	-	-	15,803	-	-	-	803	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	363,690	363,690	-	-	-	-	363,690	-	-	-	16,212	-	-	347,478	347,478
1.129	Vancouver Island Regional Library - Debt	340,456	2,190	338,266	-	-	-	340,456	-	-	-	340,456	-	-	-	-
1.131	West Shore RCMP Detachment Expansion - Debt	7,622,385	-	7,622,385	-	-	-	7,622,385	-	-	-	-	-	-	7,622,385	7,622,385
1.133	Langford E.A. - Greater Victoria Public Library	38,219	38,219	-	-	-	-	38,219	-	-	-	100	-	-	38,119	38,119
1.137	Galiano Island Community Use Building	78,470	45,106	-	-	-	33,364	78,470	-	-	-	220	-	-	78,250	78,250
1.138	Southern Gulf Islands Regional Library	289,551	289,551	-	-	-	-	289,551	-	-	-	2,800	-	-	286,751	286,751
1.141	Salt Spring Island Public Library	871,459	782,564	-	-	-	88,895	871,459	-	-	-	1,170	-	-	870,289	870,289
1.15X	Municipalities' Own Debt - M.F.A.	20,081,389	102,397	19,978,992	-	-	-	20,081,389	-	-	-	102,397	-	-	19,978,992	19,978,992
1.170	Gossip Island Electric Power Supply	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.224	Community Health	291,231	291,231	-	-	-	-	291,231	-	-	-	40,933	-	-	250,298	250,298
1.226	Health Facilities - VIHA	1,539,297	642,507	-	-	-	896,790	1,539,297	-	-	-	1,539,297	-	-	-	-
1.227	Saturna Island Medical Clinic	11,871	11,871	-	-	-	-	11,871	-	-	-	1,690	-	-	10,181	10,181
1.228	Galliano Health Service	241,885	241,885	-	-	-	-	241,885	-	-	-	130	-	-	241,755	241,755
1.229	Pender Islands Health Care Centre	348,302	348,302	-	-	-	-	348,302	-	-	-	2,550	-	-	345,752	345,752
1.230	Traffic Safety Commission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.232	Port Renfrew Street Lighting	10,659	10,659	-	-	-	-	10,659	-	-	-	400	4,750	5,509	-	5,509
1.234	SSI Street Lighting	37,436	36,846	-	-	-	590	37,436	-	-	-	40	-	-	37,396	37,396
1.235	SGI Small Craft Harbour Facilities	598,762	318,364	87,493	-	-	192,905	598,762	-	-	-	8,972	182,630	407,160	-	407,160
1.236	Salt Spring Island Fernwood Dock	44,461	19,851	-	-	-	24,610	44,461	-	-	-	170	-	44,291	-	44,291
1.238A	Community Transit (SSI)	822,317	754,617	-	-	-	67,700	822,317	-	-	-	206,660	-	-	615,657	615,657
1.238B	Community Transportation (SSI)	150,187	57,537	-	-	-	92,650	150,187	-	-	-	430	-	-	149,757	149,757
1.280	Regional Parks	29,038,379	17,767,915	7,524,604	-	227,697	3,518,163	29,038,379	-	7,046,944	-	1,091,408	849,983	-	20,050,044	20,050,044
1.290	Royal Theatre	605,955	115,955	-	-	113,000	377,000	605,955	-	-	-	-	-	-	605,955	605,955
1.295	McPherson Theatre	783,045	350,000	-	-	98,000	335,045	783,045	-	-	-	33,045	-	-	750,000	750,000
1.297	Arts Grants	3,661,909	3,660,779	-	-	-	1,130	3,661,909	-	17,916	52,700	172,779	-	-	3,418,514	3,418,514
1.299	Salt Spring Island Arts	167,185	167,185	-	-	-	-	167,185	-	-	-	190	-	-	166,995	166,995
1.309	Climate Action and Adaptation	2,083,867	2,007,257	-	-	-	76,610	2,083,867	-	-	-	75,874	67,653	-	1,940,340	1,940,340
1.310	Land Banking & Housing	4,486,814	2,127,566	2,357,248	-	-	2,000	4,486,814	-	426,897	-	109,122	2,000	-	3,948,795	3,948,795
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.313	Animal Care Services	2,289,468	2,196,293	-	-	-	93,175	2,289,468	-	-	-	1,579,870	57,360	-	652,238	652,238
1.314	SGI House Numbering	11,462	11,462	-	-	-	-	11,462	-	-	-	120	-	-	11,342	11,342
1.315	Biodiversity & Environmental Stewardship	249,087	249,087	-	-	-	-	249,087	-	119,165	-	-	-	-	129,922	129,922
1.316	SSI Building Numbering	11,629	11,629	-	-	-	-	11,629	-	-	-	10	-	-	11,619	11,619
1.317	JDF Building Numbering	15,741	15,741	-	-	-	-	15,741	-	-	-	50	-	-	15,691	15,691
1.318	Building Inspection	2,831,777	2,582,947	-	-	15,290	233,540	2,831,777	-	36,380	-	5,610	1,532,980	-	1,256,807	1,256,807
1.319	Soil Deposit Removal	32,039	32,039	-	-	-	-	32,039	-	-	-	8,979	40	10,820	12,200	12,200
1.320	Noise Control	87,250	79,895	-	-	-	7,355	87,250	-	-	-	310	-	-	86,940	86,940
1.322	Nuisances & Unsanitary Premises	70,964	69,834	-	-	-	1,130	70,964	-	-	-	320	-	-	70,644	70,644
1.323	By-Law Enforcement	1,284,904	1,240,599	-	-	-	44,305	1,284,904	-	1,228,660	-	56,244	-	-	-	-
1.324	Regional Planning Services	964,786	959,876	-	-	-	4,910	964,786	-	192,450	-	26,972	-	-	745,364	745,364
1.325	Electoral Area Services - Planning	1,165,270	1,087,290	-	-	-	77,980	1,165,270	-	48,280	31,369	2,510	51,060	-	1,032,051	1,032,051
1.326	Foodlands	505,089	351,769	-	-	-	153,320	505,089	-	-	-	15,100	-	-	489,989	489,989
1.329	Regional Transportation	10,316,579	9,456,155	-	-	-	860,424	10,316,579	-	-	-	46,508	-	-	10,270,071	10,270,071
1.330	Regional Growth Strategy	335,107	335,107	-	-	-	-	335,107	-	-	-	19,230	-	-	315,877	315,877
1.335	Geo-Spatial Referencing System	204,646	150,146	-	-	10,000	44,500	204,646	-	-	-	8,382	9,830	-	186,434	186,434
1.340	JDF Livestock Injury Compensation	3,171	3,171	-	-	-	-	3,171	-	-	-	51	-	-	3,120	3,120
1.341	SGI Livestock Injury Compensation	3,172	3,172	-	-	-	-	3,172	-	-	-	30	-	-	3,142	3,142
1.342	SSI Livestock Injury Compensation	3,171	3,171	-	-	-	-	3,171	-	-	-	40	-	-	3,131	3,131
1.350	Willis Point Fire Protect & Recreation	250,904	168,154													

Schedule A

CAPITAL REGIONAL DISTRICT 2030 FINANCIAL PLAN															Schedule A						
Expenditures															Revenue						
	Total 2030	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2030	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2030						
1.44X	Panorama Rec. Center.	15,708,202	11,730,782	2,710,240	-	1,267,180	15,708,202	-	-	-	2,800,160	3,833,030	-	9,075,012	9,075,012						
1.45X	SSI Parks and Recreation	4,805,524	4,281,777	117,747	-	406,000	4,805,524	-	67,390	-	228,454	656,200	-	3,853,480	3,853,480						
1.465	Saturna Island Comm. Parks	36,890	31,500	-	-	5,390	36,890	-	-	-	1,660	-	-	35,230	35,230						
1.468	Saturna Island - Community Rec.	19,088	19,088	-	-	-	19,088	-	-	-	880	-	-	18,208	18,208						
1.475	Mayne Is. Comm. Parks & Rec	111,090	90,090	-	-	21,000	111,090	-	-	-	300	-	-	110,790	110,790						
1.476	Mayne Is. Comm. Parks (reserve)	11,980	11,980	-	-	-	11,980	-	-	-	10,820	1,160	-	-	-						
1.478	Mayne Is. Community Rec.	41,840	41,840	-	-	-	41,840	-	-	-	60	-	-	41,780	41,780						
1.485	North & South Pender Com. Parks	212,729	180,259	-	-	32,470	212,729	-	-	-	2,420	-	-	210,309	210,309						
1.488	North & South Pender Com. Rec	85,140	85,140	-	-	-	85,140	-	-	-	940	-	-	84,200	84,200						
1.495	Galliano Parks	170,005	156,925	-	-	13,080	170,005	-	-	12,510	30,550	-	-	126,945	126,945						
1.498	Galliano Community Recreation	52,800	52,800	-	-	-	52,800	-	-	-	30	-	-	52,770	52,770						
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	52,933,404	51,332,915	-	-	1,600,489	52,933,404	-	-	1,690,887	19,401,586	31,840,931	-	-	-						
1.522	Port Renfrew Refuse Disposal	236,571	182,171	-	-	24,400	236,571	-	50,103	-	62,899	-	-	73,578	73,578						
1.525	Solid Waste Disposal - Debt	3,417,419	21,300	3,396,119	-	-	3,417,419	-	-	-	5,400	3,412,019	-	-	-						
1.531	Stormwater Quality Management - Sooke	34,957	32,049	-	-	2,908	34,957	-	-	-	154	-	-	34,803	34,803						
1.533	Stormwater Quality Management - SGI	46,770	46,770	-	-	-	46,770	-	-	-	576	-	-	46,194	46,194						
1.535	Stormwater Quality Management - SSI	28,553	28,553	-	-	-	28,553	-	-	2,690	123	-	-	25,740	25,740						
1.536	LWMP-Stormwater Quality Management-Core	853,512	853,512	-	-	-	853,512	-	-	53,698	88,554	-	-	711,260	711,260						
1.537	Stormwater Quality Management - Peninsula	140,345	140,345	-	-	-	140,345	-	-	10,740	4,508	-	-	125,097	125,097						
1.538	Source - Stormwater Quality - Peninsula	69,847	69,847	-	-	-	69,847	-	-	2,763	1,594	-	-	65,490	65,490						
1.57X	Environmental Services	33,551,168	32,536,822	-	-	1,014,346	33,551,168	-	33,551,168	-	-	-	-	-	-						
1.580	EA Utility Operations	2,077,273	1,920,148	-	-	157,125	2,077,273	-	-	-	-	-	-	-	-						
1.911	911 Systems	2,742,501	1,684,487	1,011,949	-	46,065	2,742,501	-	-	-	1,929,182	102,199	-	711,120	711,120						
1.912B	911 Call Answer - Municipalities	-	-	-	-	-	-	-	536,978	-	43,060	-	-	493,918	493,918						
1.913	913 Fire Dispatch	525,780	525,780	-	-	-	525,780	-	-	3,610	19,780	-	-	502,390	502,390						
1.921	Regional CREST Contribution	2,295,900	2,295,900	-	-	-	2,295,900	-	-	-	116,970	-	-	2,178,930	2,178,930						
1.923	Emergency Comm - CREST - SGI	212,979	212,979	-	-	-	212,979	-	-	-	2,170	-	-	210,809	210,809						
1.924	Emergency Comm - CREST - JOF	175,224	175,224	-	-	-	175,224	-	-	-	294	-	-	174,934	174,934						
1.925	Emergency Comm - CREST - SSI	174,232	174,232	-	-	-	174,232	-	-	-	160	-	-	174,072	174,072						
2.610	Saanich Peninsula Water Supply	14,272,726	12,395,642	1,277,084	-	600,000	14,272,726	-	-	-	550	14,272,176	-	-	-						
2.620	SSI Highland Water System	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
2.621	Highland / Fernwood Water - SSI	846,730	474,944	334,927	-	36,859	846,730	-	-	-	880	621,060	224,790	-	224,790						
2.622	Cedars of Fumwood Water - SSI	114,660	53,206	5,274	-	56,180	114,660	-	-	-	90	104,946	9,624	-	9,624						
2.624	Beddis Water	423,640	245,500	50,080	-	128,060	423,640	-	-	-	150	253,210	170,280	-	170,280						
2.626	Fulford Water	374,040	212,254	41,671	-	120,115	374,040	-	-	-	780	241,490	131,770	-	131,770						
2.628	Cedar Lake Water (SSI)	166,445	82,610	23,040	-	62,400	166,445	-	-	-	62	107,320	58,965	-	58,965						
2.630	Magic Lakes Estate Water System	1,469,099	947,546	246,063	-	275,490	1,469,099	-	-	-	10,400	621,709	836,990	-	836,990						
2.640	Saturna Island Water System (Lyall Harbour)	471,655	229,060	147,615	-	94,980	471,655	-	-	-	900	178,680	292,075	-	292,075						
2.642	Skana Water (Mayne)	242,353	86,651	37,941	-	117,761	242,353	-	-	-	-200	87,640	154,913	-	154,913						
2.650	Port Renfrew Water	392,321	167,091	138,140	-	87,090	392,321	-	-	-	1,261	199,310	191,750	-	191,750						
2.660	Fernwood Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
2.665	Sticks Allison Water (Galliano)	149,210	69,520	16,220	-	63,470	149,210	-	-	-	100	118,340	30,770	-	30,770						
2.667	Surfside Park Estates (Mayne)	371,480	-	14,620	-	214,080	371,480	-	-	-	200	188,830	202,450	-	202,450						
2.670	Port Renfrew Supply	79,792,060	27,279,819	19,786,491	32,000,000	725,750	79,792,060	-	1,113,981	-	903,351	77,774,728	-	-	-						
2.680	Juan de Fuca Water Distribution	43,669,697	26,543,736	5,145,471	11,200,000	780,490	43,669,697	-	-	-	260,745	43,408,952	-	-	-						
2.681	Florence Lake Water System Debt	19,108	70	19,038	-	-	19,108	-	-	-	107	-	19,001	-	19,001						
2.682	Seagirt Water System Debt	144,036	-	144,036	-	-	144,036	-	-	-	-	-	144,036	-	144,036						
2.691	Wilderness Mountain Water Service	260,510	158,851	54,259	-	47,400	260,510	-	-	4,000	50	152,780	103,680	-	103,680						
3.700	Septage Disposal	180,590	-	-	-	-	180,590	-	-	-	180,209	381	-	-	-						
3.701	Millstream Remediation Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
3.705	SSI Liquid Waste Disposal	1,462,801	1,202,116	-	-	260,685	1,462,801	-	-	-	1,291	986,280	475,230	-	475,230						
3.707	LWMP - On Site System Management Program	210,303	210,303	-	-	-	210,303	-	-	51,721	12,232	-	146,350	-	146,350						
3.71X	Core Area Wastewater Operations	47,577,337	45,477,337	-	-	2,100,000	47,577,337	-	1,183,548	1,225,000	37,408,200	-	-	7,760,589	7,760,589						
3.718	Peninsula Wastewater TP	6,463,256	4,930,559	755,853	-	776,844	6,463,256	-	150,432	55,000	3,308,926	-	-	2,948,898	2,948,898						
3.720	LWMP - (Peninsula) - Implementation	40,870	40,870	-	-	-	40,870	-	-	4,594	949	-	-	35,327	35,327						
3.750	LWMP - Core and West Shore	684,343	401,699	-	-	282,644	684,343	-	-	-	188,074	216,480	-	279,788	279,788						
3.751	LWMP - Core and West Shore Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
3.752	LWMP - Harbour Studies	432,532	432,532	-	-	-	432,532	-	-	-	22,777	-	-	409,755	409,755						
3.755	Regional Source Control	1,955,927	1,955,927	-	-	-	1,955,927	-	58,623	46,646	87,253	69,460	-	1,693,945	1,693,945						
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
3.7XX	Core Area & Legacy Trunk Sewer - Debt	31,593,089	266,760	12,265,215	5,529,745	13,531,369	31,593,089	-	-	-	22,833,310	-	-	8,759,779	8,759,779						
3.810	Ganges Sewer	1,940,831	1,074,196	478,925	-	387,710	1,940,831	-	-	-	3,143	1,841,990	95,698	-	95,698						
3.820	Malview Estates Sewer System	492,928	292,035	169,068	-	31,825	492,928	-	-	-	27,460	296,400	169,068	-	169,068						
3.830	Magic Lake Estates Sewer System	1,212,649	889,221	167,533	-	155,895	1,212,649	-	13,150	-	4,460	402,510	792,529	-	792,529						
3.830D	Magic Lake Estates Sewer Debt	232,445	1,760	230,685	-	-	232,445	-	-	-	2,961	-	229,484	-	229,484						
3.850	Port Renfrew Sewer	195,301	134,421	37,000	-	23,880	195,301	-	-	-	1,630	96,821	96,850	-	96,850						
21.ALL	Feasibility Study Reserve Fund - All	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
21.E.A	Feasibility Study Reserve Fund - E.A	-	-	-	-	-	-	-	-	-	-	-	-	-	-						



Making a difference...together

CAPITAL REGIONAL DISTRICT

CAPITAL EXPENDITURE PLAN SUMMARY - 2026 to 2030

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2026	2027	2028	2029	2030	TOTAL
EXPENDITURE						
Buildings	145,369,737	30,067,500	3,491,000	2,986,500	3,815,500	185,730,237
Equipment	27,818,098	16,261,510	22,987,206	22,252,700	4,616,452	93,935,965
Land	6,060,350	5,295,000	3,795,000	3,045,000	2,695,000	20,890,350
Engineered Structures	192,072,134	120,283,020	166,050,565	117,073,375	107,966,000	703,445,094
Vehicles	8,845,336	3,793,500	4,292,000	2,690,000	785,500	20,406,336
	380,165,655	175,700,530	200,615,771	148,047,575	119,878,452	1,024,407,983
SOURCE OF FUNDS						
Capital Funds on Hand	115,732,908	31,540,485	33,754,200	34,971,800	38,050,000	254,049,393
Debenture Debt	183,560,416	102,103,867	130,789,000	94,189,000	68,407,000	579,049,283
ERF	14,737,915	7,363,622	7,947,506	4,981,900	3,899,952	38,930,895
Grants (Federal, Provincial)	19,830,258	8,478,657	11,259,000	2,574,781	1,745,000	43,887,696
Reserve Fund	37,694,526	25,983,898	16,486,065	10,580,094	7,776,500	98,521,083
Other	8,609,632	230,000	380,000	750,000	-	9,969,632
	380,165,655	175,700,530	200,615,771	148,047,575	119,878,452	1,024,407,983

2026 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	801,000					801,000			801,000			
1.014	CAO & Executive Operations	1,564					1,564			1,564			
1.014B	Corporate Services	14,076					14,076			14,076			
1.015	Real Estate	4,692					4,692			4,692			
1.016	Human Resources	64,293					64,293	59,601		4,692			
1.017	Finance	143,791					143,791	100,000		43,791			
1.018	Health & Capital Planning Strategies	3,128					3,128			3,128			
1.022	Information Technology	6,215,473	120,000	25,500			6,360,973	6,083,560		277,413			
1.024	GM - Housing, Planning & Protective Services	2,203					2,203			2,203			
1.025	Corporate Emergency	19,000					19,000			19,000			
1.027	First Nations Relations	1,564					1,564			1,564			
1.105	Facilities Management	35,000	250,000				285,000			285,000			
1.106	Facilities and Risk	120,000		1,184,800			1,304,800	249,800				1,055,000	
1.107	Corporate Satellite Facilities			3,057,500			3,057,500					3,057,500	
1.109	JDF Admin. Expenditures	2,000					2,000			2,000			
1.110	SGI Admin. Expenditures	2,218					2,218			2,218			
1.111	SSI Admin. Expenditures	40,900	-				40,900			40,900			
1.118	Corporate Communications & Engagement	195,955					195,955			12,919			183,036
1.123	Family Court Building			1,300,500			1,300,500	65,500				500,000	735,000
1.131	West Shore RCMP Detach and Expansion			103,000,000			103,000,000		103,000,000				
1.137	Galiano Island Community Use Building			49,500			49,500	30,000					19,500
1.141	SSI Public Library			100,000			100,000	25,000			35,000		40,000
1.226	Health Facilities - VIHA	440,000		2,539,400	-		2,979,400	1,503,400					1,476,000
1.235	SGI Small Craft Harbour Facilities				580,000		580,000	50,000			35,000	85,000	410,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				20,000		20,000						20,000
1.238A	Community Transit (SSI)				419,500		419,500	159,500			240,000		20,000
1.238B	Community Transportation (SSI)				1,199,300		1,199,300	157,000			877,300		165,000
1.280	Regional Parks	183,000	2,173,000	916,000	20,310,700	2,000,000	25,582,700	2,184,300	17,000,000	2,356,000	500,000		3,542,400
1.290	Royal Theatre	315,000		1,198,700			1,513,700	195,700			-	375,000	943,000
1.295	McPherson Theatre	318,000		980,500			1,298,500	211,500					1,087,000
1.297	Arts Grants and Development	3,800					3,800			3,800			
1.309	Climate Action and Adaptation	868,886					868,886	231,706			637,180		
1.310	Land Banking and Housing	5,000		2,679,096			2,684,096		325,000	5,000	2,244,327	109,769	
1.313	Animal Care Services	38,000	50,000	28,000			116,000	58,000		58,000			
1.318	Building Inspection	23,000	-				23,000			23,000			
1.323	ByLaw Services	7,000	75,000				82,000			82,000			
1.324	Regional Planning Services	48,000					48,000			48,000			
1.325	Community Planning	65,000			365,000		430,000	15,000		65,000	350,000		
1.326	Foodlands Access	175,000					175,000	175,000					-
1.329	Regional Transportation	70,000			742,000		812,000			70,000			742,000
1.335	Geo-Spatial Referencing	260,000					260,000			260,000			
1.350	Willis Point Fire	39,186					39,186	23,186		16,000			-
1.352	South Galiano Fire	78,500					78,500			43,500			35,000
1.353	Otter Point Fire	25,000	600,000	60,000			685,000			625,000			60,000
1.356	Pender Island Fire	155,000		30,000			185,000			155,000			30,000
1.357	East Sooke Fire	40,660	530,000	8,000			578,660	3,300		551,360			24,000
1.358	Port Renfrew Fire	115,000					115,000			90,000			25,000
1.359	North Galiano Fire	46,000		4,556			50,556	16,556		10,000		24,000	
1.360	Shirley Fire Department	10,000					10,000			10,000			
1.371	SSI Emergency Program	55,500					55,500			1,000	22,000		32,500
1.372	Emergency Planning Coordination	2,500	-				2,500			2,500			
1.373	SGI Emergency Program	78,000					78,000	53,000					25,000
1.375	Hazardous Material Incident Response	85,000					85,000			85,000			
1.377	JDF Search and Rescue		120,000				120,000			7,000		113,000	
1.405	JDF EA Community Parks & Recreation	20,000			507,500	275,000	802,500	392,500			320,000		90,000
1.408	JDF EA Community Recreation			1,100,000	68,000		1,168,000	68,000			1,100,000		
1.40X	SEAPARC	638,000		2,852,150	865,750		4,355,900	335,400	2,910,000	434,750	150,000		525,750
1.44x	Panorama Recreation	1,148,109	126,000	4,523,400	512,000		6,309,509	670,400	340,000	669,909	800,000		3,829,200

2026 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debtenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.45X	Salt Spring Island Parks & Recreation	135,000	-	3,635,151	1,162,500	335,000	5,267,651	887,340	1,500,000	65,000	1,683,000	427,811	704,500	5,267,651
1.465	Saturna Island Community Parks				63,020		63,020	9,020					54,000	63,020
1.475	Mayne Island Community Parks	41,000		61,984	24,000		126,984	55,984					71,000	126,984
1.485	Pender Island Community Parks				1,475,010	1,000,000	2,475,010	401,658			519,200	1,145,052	409,100	2,475,010
1.495	Galliano Community Parks	7,000			146,013		153,013	49,513		2,000	10,000		91,500	153,013
1.521	Environmental Resource Management	460,000			25,691,399	-	26,151,399	12,353,125	7,330,000	610,000			5,858,274	26,151,399
1.523	Port Renfrew Refuse Disposal				189,500		189,500	162,000					27,500	189,500
1.574	Environmental Innovation	6,000					6,000			6,000				6,000
1.575	Environmental Administration Services	5,000					5,000			5,000				5,000
1.576	Corporate Capital Project Delivery	40,000	265,000				305,000	-		305,000				305,000
1.577	Wastewater Operations	216,000	1,255,000				1,471,000			1,471,000		-		1,471,000
1.578	Environmental Protection	199,000	270,000				469,000	75,000		394,000				469,000
1.579	Environmental Water Quality	8,400					8,400			8,400				8,400
1.580	EA Utility Operations	7,200	90,000				97,200			97,200				97,200
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	1,184,000			17,434,500		18,618,500		13,450,000	200,000		100,000	4,868,500	18,618,500
2.620	Highland Water (SSI)				16,000		16,000	16,000						16,000
2.621	Highland & Fernwood Water (SSI)	40,000			1,032,000		1,072,000	89,000	400,000		280,000		303,000	1,072,000
2.622	Cedars of Tuam Water (SSI)	28,000		55,000	73,000		156,000	66,000	-		70,000		20,000	156,000
2.624	Beddis Water (SSI)				608,000		608,000	76,000	320,000		80,000		132,000	608,000
2.626	Fulford Water (SSI)				459,000		459,000	43,000	270,000		80,000		66,000	459,000
2.628	Cedar Lane Water (SSI)				353,000		353,000	28,000	190,000		120,000		15,000	353,000
2.630	Magic Lake Estates Water (Pender)	11,000			426,000		437,000	175,000	-				262,000	437,000
2.640	Lyall Harbour Boat Cove Water (Saturna)	85,000			960,825		1,045,825	260,825	785,000				-	1,045,825
2.642	Skana Water (Mayne)	20,000			30,000		50,000		-				50,000	50,000
2.650	Port Renfrew Water	-			95,000		95,000	50,000	-		-		45,000	95,000
2.665	Sticks Allison Water (Galliano)				5,000		5,000		-				5,000	5,000
2.667	Surfside Park Estates (Mayne)	25,500			45,000		70,500	5,500	-		40,000		25,000	70,500
2.670	Regional Water Supply	9,522,000	2,147,336	15,612,500	50,017,000	2,295,000	79,593,836	65,278,753	882,747	1,397,336	6,495,000	5,540,000		79,593,836
2.680	JDF Water Distribution	700,000	774,000	367,500	26,870,000		28,711,500	18,969,831	6,352,669	774,000		190,000	2,425,000	28,711,500
2.691	Wilderness Mountain Water Service	10,000			55,000		65,000	10,000	-		20,000		35,000	65,000
3.701	Millstream Site Remediation					155,350	155,350	155,350						155,350
3.705	SSI Septage / Composting				175,000		175,000	35,000			-		140,000	175,000
3.718	Saanich Peninsula Wastewater	1,210,000			5,915,000		7,125,000		4,885,000	1,120,000			1,120,000	7,125,000
3.798C	Debt - Core Area Wastewater Treatment Program	175,000			27,593,000		27,768,000	2,550,000	21,840,000	795,000	200,000		2,383,000	27,768,000
3.810	Ganges Sewer Utility (SSI)	500,000			2,044,461		2,544,461	489,500	-	250,000	1,497,695		307,266	2,544,461
3.820	Malview Sewer Utility (SSI)				3,299,556		3,299,556	95,000	1,780,000		1,424,556		-	3,299,556
3.830	Magic Lake Sewer Utility (Pender)	160,000			154,600		314,600	179,600	-	50,000			85,000	314,600
3.850	Port Renfrew Sewer				70,000		70,000	50,000	-				20,000	70,000
Total		27,818,098	8,845,336	145,369,737	192,072,134	6,060,350	380,165,655	115,732,908	183,560,416	14,737,915	19,830,258	8,609,632	37,694,526	380,165,655

2027 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING					
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	-					-			-			-
1.014	CAO & Executive Operations	3,128					3,128			3,128			3,128
1.014B	Corporate Services	7,534					7,534			7,534			7,534
1.015	Real Estate	-					-			-			-
1.016	Human Resources	341,948					341,948	331,000		10,948			341,948
1.017	Finance	65,190					65,190	-		65,190			65,190
1.018	Health & Capital Planning Strategies	1,564					1,564			1,564			1,564
1.022	Information Technology	781,333	-	20,000			801,333	730,000		71,333			801,333
1.024	GM - Housing, Planning & Protective Services	3,128					3,128			3,128			3,128
1.025	Corporate Emergency	-					-			-			-
1.027	First Nations Relations	5,331					5,331			5,331			5,331
1.105	Facilities Management	35,000	75,000				110,000			110,000			110,000
1.106	Facilities and Risk	-		2,540,000			2,540,000	-				2,540,000	2,540,000
1.107	Corporate Satellite Facilities			-			-					-	-
1.109	JDF Admin. Expenditures	-					-			-			-
1.110	SGI Admin. Expenditures	-					-			-			-
1.111	SSI Admin. Expenditures	91,150	-				91,150			91,150			91,150
1.118	Corporate Communications & Engagement	19,989					19,989			19,989			19,989
1.123	Family Court Building			-			-	-				-	-
1.131	West Shore RCMP Detach and Expansion			-			-		-				-
1.137	Galiano Island Community Use Building			-			-					-	-
1.141	SSI Public Library			35,000			35,000	-			25,000	10,000	35,000
1.226	Health Facilities - VIHA	-		1,607,500	-		1,607,500	-				1,607,500	1,607,500
1.235	SGI Small Craft Harbour Facilities				100,000		100,000	-			-	100,000	100,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				20,000		20,000					20,000	20,000
1.238A	Community Transit (SSI)				130,000		130,000	-			115,000	15,000	130,000
1.238B	Community Transportation (SSI)				510,000		510,000				450,000	60,000	510,000
1.280	Regional Parks	74,000	650,000	1,250,000	20,123,000	2,000,000	24,097,000	-	18,500,000	724,000	598,000	4,275,000	24,097,000
1.290	Royal Theatre	180,000		235,000			415,000	-			-	415,000	415,000
1.295	McPherson Theatre	180,000		825,000			1,005,000	-				1,005,000	1,005,000
1.297	Arts Grants and Development	-					-			-			-
1.309	Climate Action and Adaptation	1,453,138					1,453,138	387,508			1,065,629		1,453,138
1.310	Land Banking and Housing	-		-			-		-		-		-
1.313	Animal Care Services	13,000	100,000	-			113,000	-		113,000			113,000
1.318	Building Inspection	6,000	92,500				98,500			98,500			98,500
1.323	ByLaw Services	4,000	25,000				29,000			29,000			29,000
1.324	Regional Planning Services	3,000					3,000			3,000			3,000
1.325	Community Planning	2,700			-		2,700	-		2,700	-		2,700
1.326	Foodlands Access	-					-	-				-	-
1.329	Regional Transportation	20,000			1,100,000		1,120,000			20,000		1,100,000	1,120,000
1.335	Geo-Spatial Referencing	10,000					10,000			10,000			10,000
1.350	Willis Point Fire	43,250					43,250	15,250		6,000		22,000	43,250
1.352	South Galiano Fire	44,700					44,700			9,700		35,000	44,700
1.353	Otter Point Fire	25,000	-	50,000			75,000			25,000		50,000	75,000
1.356	Pender Island Fire	35,000		-			35,000			35,000		-	35,000
1.357	East Sooke Fire	21,727	-	-			21,727	-		21,727		-	21,727
1.358	Port Renfrew Fire	-					-			-		-	-
1.359	North Galiano Fire	-		-			-	-		-		-	-
1.360	Shirley Fire Department	10,000					10,000			10,000			10,000
1.371	SSI Emergency Program	10,900					10,900			6,900	4,000	-	10,900
1.372	Emergency Planning Coordination	-	70,000				70,000			70,000			70,000
1.373	SGI Emergency Program	-					-	-				-	-
1.375	Hazardous Material Incident Response	-	300,000				300,000			300,000			300,000
1.377	JDF Search and Rescue		-				-			-		-	-
1.405	JDF EA Community Parks & Recreation	-			120,000	-	120,000	-			120,000	-	120,000
1.408	JDF EA Community Recreation			1,000,000	-		1,000,000	-			1,000,000		1,000,000
1.40X	SEAPARC	132,700		275,000	35,000		442,700	-	-	116,700	-	326,000	442,700
1.44x	Panorama Recreation	360,400	-	21,780,000	350,000		22,490,400	-	21,520,000	260,400	-	710,000	22,490,400
1.45X	Salt Spring Island Parks & Recreation	80,000	135,000	250,000	362,500	25,000	852,500	20,000	250,000	105,000	360,000	5,000	852,500

2027 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.465	Saturna Island Community Parks				7,727		7,727	1,727					6,000	7,727
1.475	Mayne Island Community Parks	-		-	-		-	-					-	-
1.485	Pender Island Community Parks				45,000	-	45,000	-			-	-	45,000	45,000
1.495	Galliano Community Parks	2,000			52,500		54,500	-		2,000	10,000		42,500	54,500
1.521	Environmental Resource Management	385,000			9,680,000	1,000,000	11,065,000	-	1,680,000	535,000			8,850,000	11,065,000
1.523	Port Renfrew Refuse Disposal				-		-	-					-	-
1.574	Environmental Innovation	6,000					6,000			6,000				6,000
1.575	Environmental Administration Services	8,700					8,700			8,700				8,700
1.576	Corporate Capital Project Delivery	40,000	85,000				125,000	-		125,000				125,000
1.577	Wastewater Operations	81,400	606,000				687,400			687,400		-		687,400
1.578	Environmental Protection	388,000	-				388,000	275,000		113,000				388,000
1.579	Environmental Water Quality	8,400					8,400			8,400				8,400
1.580	EA Utility Operations	7,200	-				7,200			7,200				7,200
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000				1,000,000
2.610	Saanich Peninsula Water Supply	300,000			1,679,133		1,979,133		-	200,000		-	1,779,133	1,979,133
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			71,000		71,000	-	-		-		71,000	71,000
2.622	Cedars of Tuam Water (SSI)	-		-	58,000		58,000	5,000	-		25,000		28,000	58,000
2.624	Beddis Water (SSI)				50,000		50,000	-	-		40,000		10,000	50,000
2.626	Fulford Water (SSI)				95,000		95,000	-	-		30,000		65,000	95,000
2.628	Cedar Lane Water (SSI)				75,000		75,000	-	40,000		30,000		5,000	75,000
2.630	Magic Lake Estates Water (Pender)	-			1,080,000		1,080,000	-	925,000				155,000	1,080,000
2.640	Lyall Harbour Boat Cove Water (Saturna)	-			415,000		415,000	-	415,000				-	415,000
2.642	Skana Water (Mayne)	545,000			-		545,000				500,000		45,000	545,000
2.650	Port Renfrew Water	50,000			2,100,000		2,150,000	-	916,667		1,233,333		-	2,150,000
2.665	Sticks Allison Water (Galliano)				30,000		30,000		-				30,000	30,000
2.667	Surfside Park Estates (Mayne)	-			955,000		955,000	-	-		950,000		5,000	955,000
2.670	Regional Water Supply	7,060,000	945,000	100,000	41,905,000	2,270,000	52,280,000	20,975,000	30,225,000	855,000	-	225,000		52,280,000
2.680	JDF Water Distribution	215,000	710,000	100,000	18,621,000		19,646,000	8,800,000	10,029,000	710,000		-	107,000	19,646,000
2.691	Wilderness Mountain Water Service	-			743,200		743,200	-	733,200		-		10,000	743,200
3.701	Millstream Site Remediation					-	-	-						-
3.705	SSI Septage / Composting				40,000		40,000	-			-		40,000	40,000
3.718	Saanich Peninsula Wastewater	1,800,000			2,500,000		4,300,000		3,150,000	200,000	500,000		450,000	4,300,000
3.798C	Debt - Core Area Wastewater Treatment Program	250,000			13,240,000		13,490,000	-	11,415,000	500,000	75,000		1,500,000	13,490,000
3.810	Ganges Sewer Utility (SSI)	-			2,999,960		2,999,960	-	1,575,000	-	1,347,695		77,265	2,999,960
3.820	Malview Sewer Utility (SSI)				730,000		730,000	-	730,000		-		-	730,000
3.830	Magic Lake Sewer Utility (Pender)	50,000			240,000		290,000	-	-	50,000			240,000	290,000
3.850	Port Renfrew Sewer				20,000		20,000	-	-				20,000	20,000
Total		16,261,510	3,793,500	30,067,500	120,283,020	5,295,000	175,700,530	31,540,485	102,103,867	7,363,622	8,478,657	230,000	25,983,898	175,700,530

2028 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	-					-						
1.014	CAO & Executive Operations	15,297					15,297			15,297			
1.014B	Corporate Services	4,692					4,692			4,692			
1.015	Real Estate	3,128					3,128			3,128			
1.016	Human Resources	670,148					670,148	659,200		10,948			
1.017	Finance	20,640					20,640	-		20,640			
1.018	Health & Capital Planning Strategies	-					-			-			
1.022	Information Technology	560,430	-	-			560,430	495,000		65,430			
1.024	GM - Housing, Planning & Protective Services	-					-			-			
1.025	Corporate Emergency	5,000					5,000			5,000			
1.027	First Nations Relations	5,331					5,331			5,331			
1.105	Facilities Management	35,000	75,000				110,000			110,000			
1.106	Facilities and Risk	-		140,000			140,000	-					140,000
1.107	Corporate Satellite Facilities			-			-						-
1.109	JDF Admin. Expenditures	-					-			-			
1.110	SGI Admin. Expenditures	2,218					2,218			2,218			
1.111	SSI Admin. Expenditures	11,600	-				11,600			11,600			
1.118	Corporate Communications & Engagement	6,663					6,663			6,663			
1.123	Family Court Building			-			-	-				-	-
1.131	West Shore RCMP Detach and Expansion			-			-		-				-
1.137	Galliano Island Community Use Building						-	-					-
1.141	SSI Public Library			50,000			50,000	-			25,000		25,000
1.226	Health Facilities - VIHA	-		-			-						-
1.235	SGI Small Craft Harbour Facilities				100,000		100,000	-			-	-	100,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				20,000		20,000						20,000
1.238A	Community Transit (SSI)				130,000		130,000	-			115,000		15,000
1.238B	Community Transportation (SSI)				1,160,000		1,160,000	-			1,050,000		110,000
1.280	Regional Parks	92,000	788,000	1,000,000	21,775,000	2,000,000	25,655,000	-	21,450,000	880,000	300,000		3,025,000
1.290	Royal Theatre	116,500		1,130,000			1,246,500	-			380,000	380,000	486,500
1.295	McPherson Theatre	141,500		115,000			256,500	-					256,500
1.297	Arts Grants and Development	-					-			-			-
1.309	Climate Action and Adaptation	-					-	-			-		-
1.310	Land Banking and Housing	8,000		-			8,000		-	8,000	-	-	8,000
1.313	Animal Care Services	5,000	50,000	-			55,000	-		55,000			55,000
1.318	Building Inspection	6,000	92,500				98,500			98,500			98,500
1.323	ByLaw Services	4,000	75,000				79,000			79,000			79,000
1.324	Regional Planning Services	4,000					4,000			4,000			4,000
1.325	Community Planning	-		-			-	-		-	-		-
1.326	Foodlands Access	300,000					300,000	-				300,000	300,000
1.329	Regional Transportation	-			1,150,000		1,150,000			-		1,150,000	1,150,000
1.335	Geo-Spatial Referencing	10,000					10,000			10,000			10,000
1.350	Willis Point Fire	6,000					6,000	-		6,000			6,000
1.352	South Galliano Fire	10,000					10,000			10,000			10,000
1.353	Otter Point Fire	25,000	325,000	50,000			400,000			350,000			50,000
1.356	Pender Island Fire	106,000		10,000			116,000			106,000			10,000
1.357	East Sooke Fire	22,102	800,000	-			822,102	-		822,102			-
1.358	Port Renfrew Fire	-					-			-			-
1.359	North Galliano Fire	-		-			-	-		-		-	-
1.360	Shirley Fire Department	160,000					160,000			160,000			160,000
1.371	SSI Emergency Program	14,500					14,500			2,500	2,000		10,000
1.372	Emergency Planning Coordination	-	-				-			-			-
1.373	SGI Emergency Program	-					-	-		-			-
1.375	Hazardous Material Incident Response	-	-				-			-			-
1.377	JDF Search and Rescue	-	-				-			-		-	-
1.405	JDF EA Community Parks & Recreation	-			30,000	-	30,000	-			30,000		-
1.408	JDF EA Community Recreation			-	-		-			-			-
1.40X	SEAPARC	188,850		351,000	36,800		576,650	-	45,000	127,350	-		404,300
1.44x	Panorama Recreation	755,207	-	555,000	-		1,310,207	-	-	715,207	-		595,000
1.45X	Salt Spring Island Parks & Recreation	80,000	100,000	10,000	47,500	-	237,500	-	-	70,000	120,000	-	47,500
1.465	Saturna Island Community Parks				6,000		6,000	-					6,000
1.475	Mayne Island Community Parks	-		-	5,000		5,000	-					5,000
1.485	Pender Island Community Parks				80,000	-	80,000	-			-	-	80,000
1.495	Galliano Community Parks	2,000			3,000		5,000	-		2,000	-		3,000

2028 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.521	Environmental Resource Management	385,000			5,680,000	-	6,065,000	-	530,000	785,000			4,750,000	6,065,000
1.523	Port Renfrew Refuse Disposal				-		-	-					-	-
1.574	Environmental Innovation	6,000					6,000			6,000				6,000
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Corporate Capital Project Delivery	40,000	85,000				125,000	-		125,000				125,000
1.577	Wastewater Operations	124,800	566,500				691,300			691,300		-		691,300
1.578	Environmental Protection	83,000	-				83,000	-		83,000				83,000
1.579	Environmental Water Quality	2,400					2,400			2,400				2,400
1.580	EA Utility Operations	7,200	-				7,200			7,200				7,200
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	300,000			2,000,000		2,300,000		-	200,000		-	2,100,000	2,300,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			2,510,000		2,510,000	-	2,415,000		40,000		55,000	2,510,000
2.622	Cedars of Tuam Water (SSI)	-		-	235,000		235,000	-	-		200,000		35,000	235,000
2.624	Beddis Water (SSI)				-		-	-	-				-	-
2.626	Fulford Water (SSI)				150,000		150,000	-	-		150,000		-	150,000
2.628	Cedar Lane Water (SSI)				73,000		73,000	-	-				73,000	73,000
2.630	Magic Lake Estates Water (Pender)	-			1,460,000		1,460,000	-	1,400,000				60,000	1,460,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			320,000		320,000	-	300,000				20,000	320,000
2.642	Skana Water (Mayne)	500,000			70,000		570,000		55,000		500,000		15,000	570,000
2.650	Port Renfrew Water	200,000			400,000		600,000	-	600,000		-		-	600,000
2.665	Sticks Allison Water (Galiano)				20,000		20,000		-				20,000	20,000
2.667	Surfside Park Estates (Mayne)	-			1,070,000		1,070,000	-	-		1,050,000		20,000	1,070,000
2.670	Regional Water Supply	15,520,500	585,000	40,000	77,712,500	1,795,000	95,653,000	23,000,000	72,158,000	495,000	-	-		95,653,000
2.680	JDF Water Distribution	205,500	750,000	40,000	17,817,500		18,813,000	9,600,000	8,186,000	750,000		-	277,000	18,813,000
2.691	Wilderness Mountain Water Service	-			6,632,000		6,632,000	-	-		6,632,000		-	6,632,000
3.701	Millstream Site Remediation				-		-	-					-	-
3.705	SSI Septage / Composting				50,000		50,000	-			40,000		10,000	50,000
3.718	Saanich Peninsula Wastewater	1,160,000			2,500,000		3,660,000		2,250,000	380,000	580,000		450,000	3,660,000
3.798C	Debt - Core Area Wastewater Treatment Program	1,000,000			19,925,000		20,925,000	-	18,825,000	600,000	-		1,500,000	20,925,000
3.810	Ganges Sewer Utility (SSI)	-			1,702,265		1,702,265	-	1,575,000	-	-		127,265	1,702,265
3.820	Maliview Sewer Utility (SSI)				55,000		55,000	-	-		45,000		10,000	55,000
3.830	Magic Lake Sewer Utility (Pender)	50,000			925,000		975,000	-	800,000	50,000			125,000	975,000
3.850	Port Renfrew Sewer				200,000		200,000	-	200,000				-	200,000
Total		22,987,206	4,292,000	3,491,000	166,050,565	3,795,000	200,615,771	33,754,200	130,789,000	7,947,506	11,259,000	380,000	16,486,065	200,615,771

2029 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING					
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	20,000					20,000			20,000			
1.014	CAO & Executive Operations	-					-			-			
1.014B	Corporate Services	3,128					3,128			3,128			
1.015	Real Estate	-					-			-			
1.016	Human Resources	101,800					101,800	101,800		-			
1.017	Finance	15,948					15,948	-		15,948			
1.018	Health & Capital Planning Strategies	-					-			-			
1.022	Information Technology	80,628	-	-			80,628	40,000		40,628			
1.024	GM - Housing, Planning & Protective Services	-					-			-			
1.025	Corporate Emergency	-					-			-			
1.027	First Nations Relations	-					-			-			
1.105	Facilities Management	35,000	-				35,000			35,000			
1.106	Facilities and Risk	-		140,000			140,000	-					140,000
1.107	Corporate Satellite Facilities			-			-						-
1.109	JDF Admin. Expenditures	-					-			-			-
1.110	SGI Admin. Expenditures	2,218					2,218			2,218			
1.111	SSI Admin. Expenditures	11,750	65,000				76,750			76,750			
1.118	Corporate Communications & Engagement	5,099					5,099			5,099			-
1.123	Family Court Building			-			-	-				-	-
1.131	West Shore RCMP Detach and Expansion			-			-		-				-
1.137	Galiano Island Community Use Building			-			-	-					-
1.141	SSI Public Library			6,000			6,000	-			-		6,000
1.226	Health Facilities - VIHA	-		-			-	-					-
1.235	SGI Small Craft Harbour Facilities				100,000		100,000	-			-	-	100,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				20,000		20,000						20,000
1.238A	Community Transit (SSI)				130,000		130,000	-			115,000		15,000
1.238B	Community Transportation (SSI)				1,810,000		1,810,000	-			1,750,000		60,000
1.280	Regional Parks	466,000	560,000	1,300,000	6,770,000	2,000,000	11,096,000	-	6,500,000	726,000	-		3,870,000
1.290	Royal Theatre	-		620,000			620,000	-			-	-	620,000
1.295	McPherson Theatre	-		120,000			120,000	-					120,000
1.297	Arts Grants and Development	4,000					4,000			4,000			
1.309	Climate Action and Adaptation	-					-	-			-		-
1.310	Land Banking and Housing	2,000		-			2,000		-	2,000		-	
1.313	Animal Care Services	13,000	50,000	-			63,000	-		63,000			
1.318	Building Inspection	6,000	92,500				98,500			98,500			
1.323	ByLaw Services	4,000	25,000				29,000			29,000			
1.324	Regional Planning Services	-					-			-			-
1.325	Community Planning	-					-	-		-			-
1.326	Foodlands Access	-					-	-					-
1.329	Regional Transportation	-			625,000		625,000						625,000
1.335	Geo-Spatial Referencing	10,000					10,000			10,000			
1.350	Willis Point Fire	10,000					10,000	-		10,000			-
1.352	South Galiano Fire	10,000					10,000			10,000			-
1.353	Otter Point Fire	25,000	-	-			25,000			25,000			-
1.356	Pender Island Fire	155,000		-			155,000			155,000			-
1.357	East Sooke Fire	19,484	-	-			19,484	-		19,484			-
1.358	Port Renfrew Fire	-					-			-			-
1.359	North Galiano Fire	-		-			-	-				-	-
1.360	Shirley Fire Department	10,000					10,000			10,000			
1.371	SSI Emergency Program	5,800					5,800			1,800	4,000		-
1.372	Emergency Planning Coordination	-	-				-			-			-
1.373	SGI Emergency Program	-					-	-					-
1.375	Hazardous Material Incident Response	-	-				-			-			-
1.377	JDF Search and Rescue		-				-			-		-	-
1.405	JDF EA Community Parks & Recreation	-			-	-	-	-			-		-
1.408	JDF EA Community Recreation			-	-		-	-			-		-
1.40X	SEAPARC	533,500		560,500	36,500		1,130,500	-	426,000	107,500	-		597,000
1.44X	Panorama Recreation	706,845	-	150,000	40,000		896,845	-	-	706,845	-		190,000
1.45X	Salt Spring Island Parks & Recreation	90,000	-	10,000	47,500	-	147,500	-	-	75,000	25,000	-	47,500

2029 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a difference...together		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.465	Saturna Island Community Parks				-		-	-					-	-
1.475	Mayne Island Community Parks	-		-			-	-					-	-
1.485	Pender Island Community Parks				5,000	-	5,000	-			-	-	5,000	5,000
1.495	Galiano Community Parks	2,000			3,000		5,000	-		2,000	-		3,000	5,000
1.521	Environmental Resource Management	385,000			1,855,000	-	2,240,000	75,000	1,780,000	385,000			-	2,240,000
1.523	Port Renfrew Refuse Disposal				-		-	-					-	-
1.574	Environmental Innovation	6,000					6,000			6,000				6,000
1.575	Environmental Administration Services	4,500					4,500			4,500				4,500
1.576	Corporate Capital Project Delivery	40,000	-				40,000	-		40,000				40,000
1.577	Wastewater Operations	70,200	1,112,500				1,182,700			632,700		550,000		1,182,700
1.578	Environmental Protection	109,000	-				109,000	-		109,000				109,000
1.579	Environmental Water Quality	8,600					8,600			8,600				8,600
1.580	EA Utility Operations	7,200	180,000				187,200			187,200				187,200
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	50,000			1,250,000		1,300,000		-	200,000		-	1,100,000	1,300,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			1,610,000		1,610,000	-	1,530,000		-		80,000	1,610,000
2.622	Cedars of Tuam Water (SSI)	-		-	30,000		30,000	-	-		-		30,000	30,000
2.624	Beddis Water (SSI)				205,000		205,000	-	100,000		100,000		5,000	205,000
2.626	Fulford Water (SSI)				300,000		300,000	-	-		225,000		75,000	300,000
2.628	Cedar Lane Water (SSI)				101,000		101,000	-	-		-		101,000	101,000
2.630	Magic Lake Estates Water (Pender)	-			1,080,000		1,080,000	-	1,000,000				80,000	1,080,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			500,000		500,000	-	500,000				-	500,000
2.642	Skana Water (Mayne)	-			130,000		130,000		130,000		-		-	130,000
2.650	Port Renfrew Water	-			350,000		350,000	-	350,000		-		-	350,000
2.665	Sticks Allison Water (Galiano)				180,000		180,000		150,000				30,000	180,000
2.667	Surfside Park Estates (Mayne)	-			50,000		50,000	-	50,000		-		-	50,000
2.670	Regional Water Supply	17,719,500	355,000	40,000	58,037,500	1,045,000	77,197,000	25,000,000	51,642,000	355,000	-	200,000		77,197,000
2.680	JDF Water Distribution	204,500	250,000	40,000	18,303,500		18,798,000	9,700,000	8,741,000	250,000		-	107,000	18,798,000
2.691	Wilderness Mountain Water Service	-			-		-	-	-		-		-	-
3.701	Millstream Site Remediation					-	-	-					-	-
3.705	SSI Septage / Composting				60,000		60,000	-			-		60,000	60,000
3.718	Saanich Peninsula Wastewater	250,000			950,000		1,200,000		250,000	200,000	-		750,000	1,200,000
3.798C	Debt - Core Area Wastewater Treatment Program	1,000,000			20,240,000		21,240,000	-	19,440,000	300,000	-		1,500,000	21,240,000
3.810	Ganges Sewer Utility (SSI)	-			634,375		634,375	55,000	-	-	355,781		223,594	634,375
3.820	Malview Sewer Utility (SSI)				20,000		20,000	-	-		-		20,000	20,000
3.830	Magic Lake Sewer Utility (Pender)	50,000			1,300,000		1,350,000	-	1,300,000	50,000			-	1,350,000
3.850	Port Renfrew Sewer				300,000		300,000	-	300,000				-	300,000
Total		22,252,700	2,690,000	2,986,500	117,073,375	3,045,000	148,047,575	34,971,800	94,189,000	4,981,900	2,574,781	750,000	10,580,094	148,047,575

2030 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING					
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	70,000					70,000			70,000			
1.014	CAO & Executive Operations	-					-			-			
1.014B	Corporate Services	9,384					9,384			9,384			
1.015	Real Estate	4,692					4,692			4,692			
1.016	Human Resources	7,820					7,820	-		7,820			
1.017	Finance	33,791					33,791	-		33,791			
1.018	Health & Capital Planning Strategies	1,564					1,564			1,564			
1.022	Information Technology	47,059	-	-			47,059	-		47,059			
1.024	GM - Housing, Planning & Protective Services	-					-			-			
1.025	Corporate Emergency	-					-			-			
1.027	First Nations Relations	-					-			-			
1.105	Facilities Management	35,000	-				35,000			35,000			
1.106	Facilities and Risk	-		130,000			130,000	-				130,000	
1.107	Corporate Satellite Facilities			-			-					-	
1.109	JDF Admin. Expenditures	-					-			-			
1.110	SIG Admin. Expenditures	-					-			-			
1.111	SSI Admin. Expenditures	6,000	-				6,000			6,000			
1.118	Corporate Communications & Engagement	13,326					13,326			13,326			
1.123	Family Court Building			-			-	-				-	
1.131	West Shore RCMP Detach and Expansion			-			-		-				
1.137	Galliano Island Community Use Building			-			-	-				-	
1.141	SSI Public Library			-			-	-			-		
1.226	Health Facilities - VIHA	-		-			-	-				-	
1.235	SIG Small Craft Harbour Facilities				75,000		75,000	-			-		75,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				20,000		20,000						20,000
1.238A	Community Transit (SSI)				115,000		115,000	-			115,000		-
1.238B	Community Transportation (SSI)				150,000		150,000	-			100,000		50,000
1.280	Regional Parks	-	568,000	-	4,180,000	2,000,000	6,748,000	-	6,000,000	568,000			180,000
1.290	Royal Theatre	-		120,000			120,000	-			-		120,000
1.295	McPherson Theatre	-		120,000			120,000	-					120,000
1.297	Arts Grants and Development	-					-			-			-
1.309	Climate Action and Adaptation	-					-	-			-		-
1.310	Land Banking and Housing	-		-			-	-		-	-		-
1.313	Animal Care Services	5,000	50,000	-			55,000	-		55,000			
1.318	Building Inspection	6,600	92,500				99,100			99,100			
1.323	ByLaw Services	4,000	75,000				79,000			79,000			
1.324	Regional Planning Services	-					-			-			-
1.325	Community Planning	-			-		-			-			-
1.326	Foodlands Access	-					-	-					-
1.329	Regional Transportation	-			900,000		900,000			-		900,000	900,000
1.335	Geo-Spatial Referencing	-					-			-			-
1.350	Willis Point Fire	-					-	-		-			-
1.352	South Galliano Fire	-					-			-			-
1.353	Otter Point Fire	25,000	-	-			25,000			25,000			25,000
1.356	Pender Island Fire	750,000		7,500			757,500			750,000		7,500	757,500
1.357	East Sooke Fire	19,873	-	-			19,873	-		19,873			19,873
1.358	Port Renfrew Fire	-					-			-			-
1.359	North Galliano Fire	-		-			-	-		-			-
1.360	Shirley Fire Department	-					-			-			-
1.371	SSI Emergency Program	-					-			-			-
1.372	Emergency Planning Coordination	-	-				-			-			-
1.373	SIG Emergency Program	-					-	-		-			-
1.375	Hazardous Material Incident Response	-	-				-			-			-
1.377	JDF Search and Rescue	-	-				-			-			-
1.405	JDF EA Community Parks & Recreation	-			-	-	-	-		-			-
1.408	JDF EA Community Recreation	-		-			-	-		-			-
1.40X	SEAPARC	265,430		2,283,000	38,500		2,586,930	-	1,850,000	248,430	-		488,500
1.44X	Panorama Recreation	505,313		1,065,000	-		1,570,313	-	-	405,313	-		1,165,000
1.45X	Salt Spring Island Parks & Recreation	90,000		10,000	47,500	-	147,500	-	-	75,000	25,000	-	47,500

Schedule B

Making a difference...together		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.465	Saturna Island Community Parks				-		-	-					-	-
1.475	Mayne Island Community Parks	-		-	-		-	-					-	-
1.485	Pender Island Community Parks				25,000	-	25,000				-	-	25,000	25,000
1.495	Galiano Community Parks	2,000			3,000		5,000	-		2,000	-		3,000	5,000
1.521	Environmental Resource Management	385,000			2,980,000	-	3,365,000	850,000	2,130,000	385,000			-	3,365,000
1.523	Port Renfrew Refuse Disposal				-		-	-					-	-
1.574	Environmental Innovation	6,000					6,000			6,000				6,000
1.575	Environmental Administration Services	4,500					4,500			4,500				4,500
1.576	Corporate Capital Project Delivery	40,000	-				40,000	-		40,000				40,000
1.577	Wastewater Operations	70,200	-				70,200			70,200		-		70,200
1.578	Environmental Protection	72,000	-				72,000	-		72,000				72,000
1.579	Environmental Water Quality	9,700					9,700			9,700				9,700
1.580	EA Utility Operations	7,200	-				7,200			7,200				7,200
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	50,000			1,050,000		1,100,000		-	200,000		-	900,000	1,100,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			1,120,000		1,120,000	-	1,120,000		-		-	1,120,000
2.622	Cedars of Tuam Water (SSI)	-		-	435,000		435,000	-	435,000		-		-	435,000
2.624	Beddis Water (SSI)				1,585,000		1,585,000	-	1,580,000				5,000	1,585,000
2.626	Fulford Water (SSI)				1,800,000		1,800,000	-	1,800,000		-		-	1,800,000
2.628	Cedar Lane Water (SSI)				565,000		565,000		550,000		15,000		-	565,000
2.630	Magic Lake Estates Water (Pender)	-			-		-	-	-				-	-
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-	-	-				-	-
2.642	Skana Water (Mayne)	-			1,000,000		1,000,000		1,000,000				-	1,000,000
2.650	Port Renfrew Water	-			-		-	-	-		-		-	-
2.665	Sticks Allison Water (Galiano)				500,000		500,000		500,000				-	500,000
2.667	Surfside Park Estates (Mayne)				450,000		450,000	-	450,000				-	450,000
2.670	Regional Water Supply	1,767,500	-	40,000	52,525,000	695,000	55,027,500	27,000,000	28,027,500	-	-	-		55,027,500
2.680	JDF Water Distribution	202,500	-	40,000	18,612,000		18,854,500	10,200,000	8,624,500	-		-	30,000	18,854,500
2.691	Wilderness Mountain Water Service	-			-		-	-	-		-		-	-
3.701	Millstream Site Remediation					-	-	-					-	-
3.705	SSI Septage / Composting				-		-	-			-		-	-
3.718	Saanich Peninsula Wastewater	50,000			1,650,000		1,700,000		50,000	200,000	1,450,000		-	1,700,000
3.798C	Debt - Core Area Wastewater Treatment Program	-			17,090,000		17,090,000	-	13,290,000	300,000	-		3,500,000	17,090,000
3.810	Ganges Sewer Utility (SSI)	-			50,000		50,000		-	-	40,000		10,000	50,000
3.820	Maliview Sewer Utility (SSI)				-		-	-	-		-		-	-
3.830	Magic Lake Sewer Utility (Pender)	50,000			1,000,000		1,050,000	-	1,000,000	50,000			-	1,050,000
3.850	Port Renfrew Sewer				-		-	-	-				-	-
Total		4,616,452	785,500	3,815,500	107,966,000	2,695,000	119,878,452	38,050,000	68,407,000	3,899,952	1,745,000	-	7,776,500	119,878,452

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT **Bylaw No. 4799 – Correction of Fees and Charges Bylaw No. 3623, “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009”**

ISSUE SUMMARY

To re-issue fees and charges for the 2026-2027 recreation year.

BACKGROUND

On July 8, 2026, the CRD Board passed Bylaw No. 4767, “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 22, 2026”, enacting an annual update of recreation fees and charges, effective September 2026. These fees and charges were approved by the associated commissions, as documented in the July 8 report.

After passage by the Board, staff identified that an incorrect schedule had been inadvertently appended to Bylaw No. 4767 when it was loaded into Granicus, leaving the fees and charges unchanged from the prior year.

Bylaw No. 4799, attached at Appendix A, will correct the error and implement the fees and charges update as originally intended.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4799, “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 23, 2026”, be introduced and read a first, second, and third time;
2. That Bylaw No. 4799 be adopted.

Alternative 2

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

IMPLICATIONS

Adoption of Bylaw No. 4799, with the correct fees will ensure the fees and charges can be collected as intended. Because the error was detected early and before implementation there are no notable service impacts.

Many regional district bylaws are drafted by non-legal staff without legal review, given the volume of bylaws needed and the routine nature of such changes. This is particularly true for bylaw amendments that are cyclical in nature, like fees and charges updates. Generally, errors are few and far between but occasionally still happen. In this case, the remedy is easy to implement with adoption of Bylaw 4799.

CONCLUSION

Bylaw No. 4799 contains the intended fee and charges the Board meant to pass in July 2026. A list of the confirmed changes is contained in Appendix B.

RECOMMENDATION

1. That Bylaw No. 4799, “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 23, 2026”, be introduced and read a first, second, and third time;
2. That Bylaw No. 4799 be adopted.

Submitted by:	Steven N. Carey, B.Sc, J.D., Senior Manager, Legal & Risk Management
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Bylaw No. 4799, “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 23, 2026”
Appendix B: List of Revisions (from July 8, 2026 report)

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4799

A BYLAW TO AMEND THE RECREATION SERVICES AND FACILITIES FEES AND
CHARGES BYLAW (BYLAW NO. 3623)

WHEREAS:

- A. Under Bylaw No. 3623, “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009”, the Regional Board authorized and imposed fees and charges for the use of recreation services and facilities with the Capital Regional District;
- B. Recreation fees and charges are reviewed and adjusted annually to ensure that the cost of access remains in line with service plan objectives and that they recover an appropriate portion of operating costs and funding for maintenance and asset investment; and
- C. The Board wishes to amend Bylaw No. 3623, “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009”, to include fee schedules as approved by the respective Parks and Recreation Commissions for the 2026-2027 season;

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

- 1. Bylaw No. 3623, “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009” is hereby amended as follows:
 - (a) As of September 10, 2026, by deleting Schedules “A” through “E” in their entirety and replacing them with the attached Schedules “A” through “E”:
 - Schedule “A” – Saanich Peninsula Recreation Service (Panorama Recreation Centre);
 - Schedule “B” – SEAPARC (Sooke and Juan de Fuca Electoral Area) Recreation Centre;
 - Schedule “C” – Salt Spring Island (SSI) Parks and Recreation;
 - Schedule “D” – Juan de Fuca (JDF) Electoral Area Parks and Recreation; and
 - Schedule “E” – Port Renfrew Community Recreation Centre.
- 2. This bylaw may be cited for all purposes as “Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 23, 2026”.

READ A FIRST TIME THIS	th	day of	20__
READ A SECOND TIME THIS	th	day of	20__
READ A THIRD TIME THIS	th	day of	20__
ADOPTED THIS	th	day of	20__

CHAIR

CORPORATE OFFICER

SCHEDULE "A"

SAANICH PENINSULA RECREATION SERVICE PANORAMA RECREATION CENTRE FEES AND CHARGES Effective September 10, 2026

Rates inclusive of tax and rental fees are per hour unless otherwise noted.

DROP- IN FEES and PASSES		
Adult (19 – 59)	Single Admission	\$ 8.00
	10x	\$ 72.00
	25x	\$ 170.00
	50x	\$ 320.00
	1 month	\$ 68.25
	12 month	\$ 456.00
	Continuous Pass – Month 1	\$ 70.65
	Continuous Pass – Monthly	\$ 38.15
Senior (60 plus) and Student (19+ with ID)	Single Admission	\$ 6.25
	10x	\$ 56.25
	25x	\$ 132.80
	50x	\$ 250.00
Senior (90 plus)	Lifetime Membership	Free
Children and Youth (6 – 18)	Single Admission	\$ 4.25
	10x	\$ 38.25
	25x	\$ 90.30
	50x	\$ 170.00
	12 month	\$ 129.25
	With Valid Parent Adult Annual Pass	Free
Children (0-5)	Single Admission	Free
Family (Max. 5; 2 adults & 3 youth or 1 adult & 4 youth)	Single Admission	\$ 16.00
Two Adult Family (2 adults & up to 3 children/youth)	12 month	\$ 912.00
	Continuous Pass-Month 1	\$ 141.30
	Continuous Pass-Monthly	\$ 76.70
One Adult Family (1 adult & up to 4 children/youth)	12 month	\$ 585.25
	Continuous Pass-Month 1	\$ 78.75
	Continuous Pass-Monthly	\$ 48.75
Military Participant Fee	12 month	\$ 270.75

Other Drop-in		
Yoga	Single Admission	\$ 16.00
Skating Weekend Special	Single Admission	\$21.25

ADMINISTRATION/POINT OF SALE	
NSF Cheque/Declined Credit Card Fee	\$ 25.00
Card Replacement	\$ 12.00
Loonie Admission	\$ 1.00
Toonie Admission	\$ 2.00
Locker (small/medium)	\$ 0.25
Locker (large)	\$ 0.50
Skate Rental	\$ 4.25
Skate Sharpening	\$ 6.75
Skate Sharpening 10x	\$ 60.75

ADVERTISING and PARTNERSHIPS	
Banner Ad (2 x 7.25)	\$ 279.55
Banner Ad (2 x 7.25) three brochures (20% discount)	\$ 701.75
Banner Ad (4 x 7.25)	\$ 462.15
Banner Ad (4 x 7.25) three brochures (20% discount)	\$ 1,146.80
Front/Back Inside Cover (full gloss 9.5 x 7.25)	\$ 1,226.65
Front/Back Inside Cover (full gloss 9.5 x 7.25) three brochures	\$ 3,041.00
Back Cover (full gloss 9.5 x 7.25)	\$ 1,454.90
Back Cover (full gloss 9.5 x 7.25) three brochures	\$ 3,651.50
Inside Full Page	\$ 912.85
Design Fee (per hour)	\$ 85.60
Partners of Panorama	Negotiated
Areana A Rink Board (per year)	\$ 1,575.00
Areana A Wall Board (per year)	\$ 1,102.50
Areana B Rink Board (per year)	\$ 1,653.75
Areana B Wall Board (per year)	\$ 1,102.50
Electronic Road Sign	Daily
	Weekly
	Negotiated
Aquatic Wall Board	\$ 633.95
Tennis Wall Board	\$ 633.95
LCD Display	Negotiated
Panther's Arena B Advertising Exclusivity	Negotiated
Arena B Screen	\$ 1,653.75
Hanging Banner (per year)	Negotiated
Title Sponsor of Event	Negotiated
Lecan for rink boards (if required)	\$ 297.00

SPECIAL EVENTS	
Special Event Staff - Community/Non-Profit*	\$ 39.05
Special Event Staff - Commercial*	\$ 69.15
Slider & Handler - Community/Non-Profit*	\$ 78.10
Slider & Handler - Commercial*	\$ 130.30
Small Inflatable - Community/Non-Profit*	\$ 39.05
Small Inflatable - Commercial*	\$ 65.15
Large Inflatable - Community/Non-Profit**	\$ 117.15
Inflatable - Commercial**	\$ 195.45

* Two hour minimum required

**Three hour minimum and three staff required for two hour event, with one hour travel time.

INDOOR FACILITIES	
ARENA FACILITY	
Ice – Online	\$ 175.00
Ice – Prime*	\$ 273.65
Ice – Non-Prime*	\$ 220.15
Ice – Midnight*	\$ 138.05
Ice – Youth Non-Profit Prime	\$ 147.60
Ice – Youth Non-Profit Non-Prime	\$ 120.50
Ice – Youth Commercial	\$ 160.15
Ice – Commercial (Tournament rate e.g. Pacific Cup)	\$ 317.40
Dry Floor	\$ 86.65
Dry Floor – Youth Non-Profit	\$ 53.30
Dry Floor – Commercial	\$ 98.65
Complex – Ice Season Commercial (per day)	\$ 3,748.85
Complex – Dry Floor Commercial (per day)	\$ 1,658.60
Arena Staff	\$ 45.00

* See the Peninsula Recreation Commission Ice Allocation Policy for the definition of prime/non-prime and midnight.

AQUATICS	
Pool Rental – Youth Non-Profit	\$ 134.25
Pool Rental	\$ 181.95
Pool Rental – Commercial	\$ 236.15
Lane Rental – Youth Non-Profit	\$ 17.10
Lane Rental	\$ 25.15
Lane Rental – Commercial	\$ 33.40
Pool Rental – Lifeguard/Instructor (additional staff) **	\$ 45.00

**Lifeguard/Instructor is charged outside of normal operating hours and where addition staff is needed.
1 lifeguard per 35 participants.
Pool Rentals do not include slide use. Slide use will require an additional 2 lifeguards.

INDOOR COURTS	
Gymnasium – Court Rental Fee (Pickleball, Badminton)	\$ 22.00
Tennis – Prime	\$ 34.50
Tennis – Economy	\$ 31.60
Tennis – Non-Prime	\$ 19.10
Squash & Convertible Court – Prime (45 minutes)	\$ 17.10
Squash & Convertible Court – Non-Prime (45 minutes)	\$ 14.00
Tennis Complex – Off Season Daily	\$ 1,816.25
Tennis Complex – In Season Daily	\$ 2,662.55
Tennis Complex – Off Season Commercial Daily	\$ 2,662.55
Tennis Complex – In Season Commercial Daily	\$ 3,403.55

*See Panorama Recreation brochure for the definition of prime, non-prime and economy.

Off Season May 1st and August 31st and applies to indoor tennis courts only. Off season rate = 50% of applicable hourly rate.

Off Season court rental per hour fees at 50% (excluding outdoor courts)

GYMNASIUM & DANCE/FITNESS STUDIOS	
Small Gymnasium – Youth Non-Profit	\$ 42.60
Small Gymnasium	\$ 52.65
Small Gymnasium – Commercial	\$ 97.30
Large Gymnasium – Youth Non-Profit	\$ 59.25
Large Gymnasium	\$ 76.75
Large Gymnasium – Commercial	\$ 131.95
Dance/Fitness Studio – Youth Non-Profit	\$ 34.30
Dance/Fitness Studio	\$ 53.40
Dance/Fitness Studio – Commercial	\$ 72.10
ROOMS	
Small Room – Youth Non-Profit	\$ 25.50
Small Room	\$ 34.60
Small Room – Commercial	\$ 46.00
Classroom – Youth Non-Profit	\$ 27.85
Classroom	\$ 35.95
Classroom – Commercial	\$ 59.85
Large/Multipurpose – Youth Non-Profit	\$ 81.40
Large/Multipurpose	\$ 97.85
Large/Multipurpose – Commercial	\$ 168.15
EQUIPMENT & STAFF	
Table Rental Fee	\$ 3.65
Chair Rental Fee	\$ 0.90
Fitness/aquatic fitness staff*	\$ 55.00/hr

Maintenance staff	\$ 55.00/hr
Staff Supervision**	\$ 55.00/hr
Event Power (special events/tournament)	Negotiated
Dumpster (special events/tournament)	Negotiated
Damage Deposit – Major Event/Tournament	20% of contract
Facility rental for commercial film rental	Negotiated

* Two hour minimum required.

OUTDOOR FACILITIES	
OUTDOOR COURTS	
Outdoor Tennis	\$ 8.00
JSMSC - Outdoor Convertible Court	\$ 8.00
JSMSC - Outdoor Basketball Court	\$ 16.00
JSMSC - Complex	\$ 32.00
Sport Box - Pickleball Court	\$ 16.00
Sport Box - Youth Non-Profit	\$ 17.55
Sport Box	\$ 33.15
Sport Box - Commercial	\$ 68.20
SHELTERS	
Picnic Shelter 1 & 3	\$ 15.00
Picnic Shelter 1 & 3 - Commercial	\$ 30.00
Picnic Shelter 2	\$ 20.00
Picnic Shelter 2 – Commercial	\$ 40.00
FIELDS	
Playing Field/Ball Diamond (GG)	\$ 18.25
PARKING LOTS	
Parking Lot - Commercial	Negotiated
Parking Lot Per Zone/Day	\$86.50

SCHEDULE “B”

SEAPARC RECREATION FEES AND CHARGES
Effective September 10, 2026

DROP- IN FEES (swim, skate, weight room, aerobic classes)		
Admission fees inclusive of tax		
Adult (19 – 59)	Single Admission	\$ 7.50
	10x	\$ 67.50
	1 month	\$ 72.00
	3 month	\$ 159.00
	12 month	\$ 456.00
Senior (60+)	Single Admission	\$ 5.75
	10x	\$ 51.75
	1 month	\$ 54.00
	3 month	\$ 124.00
	12 month	\$ 456.00
Student (19+)	Single Admission	\$ 5.75
	10x	\$ 51.75
	1 month	\$ 54.00
	3 month	\$ 124.00
	12 month	\$ 444.00
Youth (13 – 18)	Single Admission	\$ 4.25
	10x	\$ 38.25
	1 month	\$ 40.00
	3 month	\$ 93.50
	12 month	\$ 255.00
Child (5 – 12)	Single Admission	\$ 3.75
	10x	\$ 33.75
	1 month	\$ 34.00
	3 month	\$ 79.00
	12 month	\$ 215.00
Family (Maximum 5)	Single Admission	\$15.00
	10x	\$ 135.00
	1 month	\$ 143.00
	12 month	\$ 888.00
Commercial Access	Single Admission	\$ 23.00
Preschool Age (4 and Under)	Single Admission	\$ 0.00

MISCELLANEOUS ADMINISTRATION (Includes applicable tax)	
NSF Cheque / Declined Credit Card Fee	\$ 25.00
Card Replacement/Refund	\$ 5.00
Late Withdrawal Fee	\$ 10.50
Towel Rental	\$ 3.50
Shower Fee	\$ 3.50
Toonie Admission	\$ 2.00
POOL FACILITY (Rates per hour unless otherwise noted; Subject to applicable tax)	
Pool Rental (includes 2 guards)	\$ 179.00
Pool Rental Guard/Instructor (additional staff)	\$ 45.50
Lane Rental – Commercial	\$ 30.00
Lane Rental – Adult	\$ 20.50
Lane Rental – Youth	\$ 15.50
*Lifeguard/Instructor addition charge if required based on Lifeguard to Patron ratio	
ARENA FACILITY (Rates per hour unless otherwise noted; Subject to applicable tax)	
Ice - Adult Prime	\$ 262.00
Ice - Adult Non-Prime	\$ 204.00
Ice – Youth Prime Rate	\$ 142.00
Ice – Youth Non-Prime	\$ 119.00
Ice – Youth Early Morning Resident	\$ 69.00
Ice – Youth Early Morning Non-Resident	\$ 119.00
Ice – Youth Commercial	\$ 175.00
SD 62 School Use	\$ 96.00
Dry Floor – Adult	\$ 84.00
Dry Floor – Youth	\$ 47.00
Dry Floor – Commercial	\$ 126.00
Arena Staff	\$ 45.50
Arena Office Space – fee per month	\$ 379.00
RATES PER DAY FOR THE FOLLOWING ITEMS:	
Complex – Dry Floor Non-Profit (per day)	\$ 1,350.00
Complex – Dry Floor Non-Profit (Move In/Out)	\$ 675.00
Complex – Dry Floor Commercial (per day)	\$ 2,019.00
Complex – Dry Floor Commercial (Move In/Out)	\$ 1,009.00
Concession – Non-Profit (per day)	\$ 35.00
Concession – Commercial (per day)	\$ 170.00
As per Fees & Charges Policy: Prime Time Rate: 4pm-10pm weekdays: 8am-10pm weekends Early Morning Rate: 12am-8am Non-Resident: Less than 75% of members living in SEAPARC service area.	

ARENA SKATE SHOP FEES (Includes applicable tax)	
Skate Rental	\$ 4.00
Skate Rental – Family Rate (Maximum 5)	\$ 8.00
Skate Sharpening	\$ 6.00
Skate Sharpening 10x	\$ 54.00

SEAPARC ROOM RENTAL (Rates per hour; Subject to applicable tax)	
Boardroom	\$ 25.00
Boardroom – Local Non Profit	\$ 0.00
Multipurpose Room – Half Room	\$ 35.00
Multipurpose Room – Full Room	\$ 70.00
Parking Lot (daily rate per ¼ of parking lot)	\$ 75.00
Facility Rental for Commercial Film Rental	Negotiated
Fitness Instructor	\$ 55.50
Maintenance Staff	\$ 55.50
Table Rental (per booking)	\$ 3.00
Chair Rental (per booking)	\$ 1.00
SEAPARC STAN JONES FIELD (Subject to applicable tax)	
Adult Per Game	\$ 30.00
Youth Per Game	\$ 14.50
Tournament / Day rate – Adult	\$ 179.00
Tournament / Day rate - Youth	\$ 87.00
Commercial / Community Event	Negotiated
RAVENS RIDGE SPORT BOX (Subject to applicable tax)	
Youth Per Hour	\$ 16.75
Adult Per Hour	\$ 33.50
Commercial	\$ 67.00
FACILITY ADVERTISING (Subject to applicable tax)	
Rink Board (per year)	\$ 675.00
Zamboni Ad (per year)	\$ 1,150.00
Brochure Advertising	Negotiated

GOLF COURSE GREEN FEES AND RENTALS (Includes applicable tax)	
Effective March 1, 2027	
Adult	\$ 18.50
Adult 10x	\$ 166.50
Adult – season pass	\$ 549.00
Senior (60+)	\$ 16.50
Senior (60+) 10x	\$ 148.50
Youth (6-18)	\$ 11.50
Youth (6-18) 10x	\$ 103.50
Youth (6-18) – season pass	\$ 232.00
Family (Max 4 incl. 2 adults)	\$ 49.00
Extra Round	\$ 11.50
Pull Cart Rental	\$ 5.75
Club Rental	\$ 8.00
Golf Tournament Fee	Negotiated

SCHEDULE "C"

SALT SPRING ISLAND PARKS AND RECREATION FEES AND CHARGES
Effective September 10, 2026

RECREATION CENTRES (General Admission Fees; Subject to applicable tax)		
Adult (19yrs and older)	Single Admission	\$ 6.95
	10x	\$ 62.55
	20x	\$ 118.20
	1 month	\$ 69.40
	Annual Pass (12 months)	\$ 473.25
Youth (13-18 yrs or valid student card)	Single Admission	\$ 5.20
	10x	\$ 46.95
	20x	\$ 88.65
	1 month	\$ 52.05
	Annual Pass (12 months)	\$ 354.95
Child (5-12 yrs)	Single Admission	\$ 4.15
	10x	\$ 37.55
	20x	\$ 70.90
	1 month	\$ 41.65
	Annual Pass (12 months)	\$ 283.95
Tot (4 yrs and under)		No charge
Family (Maximum 5)	Single Admission	\$13.90
	10x	\$125.15
	20x	\$ 236.40
	1 month	\$ 138.85
	Annual Pass (12 months)	\$ 946.45
Aquatic Fitness	Single Admission	\$ 8.45
	10x	\$ 76.05
	20x	\$ 143.60
	1 month	\$ 76.35
	Annual Pass (12 months)	\$ 645.95
- No charge for support workers for those users needing additional support. - Single admission rates apply to each entry per day. - Showers and half price swim times are half price of single admission. - \$5.00 roller skate rental fee - \$25.00 Annual Staff Pass		
RAINBOW RECREATION POOL RENTAL (Rates per hour unless otherwise noted; Subject to applicable tax)		
Commercial	Per Lane	\$ 27.45
	Entire Facility*	\$ 164.67
Adult Non-Profit	Per Lane	\$ 20.55
	Entire Facility*	\$ 123.50
Youth Non-Profit	Per Lane	\$ 16.45
	Entire Facility*	\$ 98.80
Lifeguard/Instructor (additional staff)	Per Lane	\$ 36.10
* Lifeguard/Instructor is additional charge outside of regular operating hours or where additional staff is needed.		

FIELD AND COURT RENTAL (Rates per hour unless otherwise noted; Subject to applicable tax)		
Tennis Courts (per court)	Youth Non-Profit	\$ 2.75
	Adult Non-Profit	\$ 3.50
	Commercial	\$ 4.70
Tennis Courts (per tournament)	Youth Non-Profit	\$ 30.25
	Adult Non-Profit	\$ 30.25
	Commercial	See Park Use Fees
Multisport Court	Youth Non-Profit	\$ 7.95
	Adult Non-Profit	\$ 9.90
	Commercial	\$ 13.25
Ball Diamonds	Youth Non-Profit	\$ 2.75
	Adult Non-Profit	\$ 3.50
	Commercial	See Park Use Fees
Ball Diamonds (per tournament)	Youth Non-Profit	\$ 30.25
	Adult Non-Profit	\$ 30.25
	Commercial	See Park Use Fees
Main Field / Side Field – Portlock	Youth Non-Profit	\$ 2.75
	Adult Non-Profit	\$ 3.50
	Commercial	See Park Use Fees
Main or Side Field – Portlock (per tournament)	Youth Non-Profit	\$ 30.25
	Adult Non-Profit	\$ 30.25
	Commercial	See Park Use Fees
Jogging Track		No Charge
GYM RENTAL (Subject to applicable tax)		
Youth Non-Profit	Per Hour	\$ 54.80
	Per Day	\$ 274.10
After School Group	Per Hour	\$ 27.60
Adult Non-Profit	Per Hour	\$ 68.50
	Per Day	\$ 342.60
Commercial	Per Hour	\$ 91.35
	Per Day	\$ 456.80
ROOM AND STORAGE RENTAL (Rates per month unless otherwise noted; Subject to applicable tax)		
Small Classroom	Youth Non-Profit	\$ 382.30
	Adult Non-Profit	\$ 477.85
	Commercial	\$ 637.15
Large Classroom	Youth Non-Profit	\$ 417.10
	Adult Non-Profit	\$ 521.35
	Commercial	\$ 695.15
Small Storage Room	Youth Non-Profit	\$ 51.35
	Adult Non-Profit	\$ 64.20

	Commercial	\$ 85.60
Large Storage Room	Youth Non-Profit	\$ 102.75
	Adult Non-Profit	\$ 128.45
	Commercial	\$ 171.30
Meeting Room / Classroom (per hour)	Youth Non-Profit	\$ 17.80
	Adult Non-Profit	\$ 22.25
	Commercial	\$ 29.65
Dance Room (per hour)	Youth Non-Profit	\$ 23.15
	Adult Non-Profit	\$ 28.95
	Commercial	\$ 38.55
PARK USE (Rates per day unless otherwise noted; Subject to applicable tax)		
Commercial Filming		\$ 358.30
Commercial Service or Activity		\$ 247.25
	Rate Per Week	\$ 618.05
Commercial Temporary One-Time Use	Rate Per Hour	\$ 123.55
Research Activity – such as specimen collection, surveys, inventories, monitoring plots		\$ 37.15
Special Event or Activity:		
Youth Non-Profit	Rate per Hour	\$ 10.90
	Rate per Day*	\$ 54.55
Adult Non-Profit	Rate per Hour	\$ 13.60
	Rate per Day*	\$ 68.15
Commercial	Rate per Hour	\$ 18.15
	Rate per Day*	\$ 90.90
Gazebo and Picnic Shelters:		
Youth Non-Profit	Rate per Hour	\$ 7.95
	Rate per Day*	\$ 40.15
Adult Non-Profit	Rate per Hour	\$ 9.90
	Rate per Day*	\$ 50.20
Commercial	Rate per Hour	\$ 13.25
	Rate per Day*	\$ 66.95
* Day fee based on five hours of use.		
MISCELLANEOUS FEES (Subject to applicable tax)		
Tent Rental (Plus staff time)		\$ 49.90
Road Sign at Portlock (Commercial)	Rate per Week	\$ 30.90
Clean Up Fee	Rate per Hour	\$ 46.65
Maintenance Staff	Rate per Hour	\$ 46.65
Table Rental (per table)	Rate per Day	\$ 12.70
Chair Rental (per chair)	Rate per Day	\$ 2.50
Refund Fee (No charge to leave credit on account)	(non-taxable)	\$ 5.55
NSF Cheque Fee/Declined Credit Card	(non-taxable)	\$ 22.05
Membership Card Replacement	(non-taxable)	\$ 5.55
Locker (Small/Medium)	(non-taxable)	\$ 0.25
Locker (Large)	(non-taxable)	\$ 0.50
Water/Wash Station	Rate per Season	\$ 53.60

Power	Rate per Season	\$ 38.80
Damage Deposit (Major Event/Tournament)		20% of Contract

SCHEDULE “D”

**JUAN DE FUCA ELECTORAL AREA PARKS AND RECREATION
 FEES AND CHARGES**

Effective September 10, 2026

Park Use Permit Fees

Special Event or Activity (includes applicable taxes)

PARK USE PERMIT SPECIAL USE CATEGORIES	FEE
Picnic Shelter (Hourly)	\$10.00/hour or \$40.00/day
Non-Profit Private Event (e.g. wedding, family reunion, memorial service)	\$75.00/permit
Non-Profit Public Event* (e.g. community celebration, educational workshop)	\$40.00/permit
COMMERCIAL ACTIVITY	
Commercial Recreation (e.g. fitness bootcamps, yoga, day camps)	\$10.00/hour \$40.00/day \$215.00/seasonal (4 months) \$320.00/annual
Commercial Service or Activity – (e.g. corporate use, mobile vendors, festivals, farmers market)	\$20.00/hour \$80.00/day \$325.00/seasonal (4 months) \$480.00/annual
Commercial Filming – filming	\$500.00/day
Commercial Filming – parking	\$300.00/day

* Fee exemptions may be granted for non-profit public events or youth-focused programs that provide a clear community benefit or contribute to park stewardship or improvement.

To apply, contact jdfinfo@crd.bc.ca.

Definitions

- **Non-Profit:** Organizations or groups operating without a profit motive, typically serving community, educational, cultural, environmental, or charitable purposes.
- **Commercial:** Any service, event, or activity conducted for profit, including sales, fee-for-service programming, or promotional activities.
- **Public Event:** An event open to the general public at no cost, free of commercial sales, and organized by a non-profit or community group.

SCHEDULE “E”

**PORT RENFREW COMMUNITY RECREATION CENTRE
FEES AND CHARGES**

Effective September 10, 2026

Port Renfrew Community Centre Rental Fees (includes applicable taxes)

Group Size	Hourly Rate	Day Rate (8+ hours)
1–24 people (Small)	Non-Profit: \$20* Commercial: \$30	Non-Profit: \$80* Commercial: \$120
25–50 people (Medium)	Non-Profit: \$40* Commercial: \$50	Non-Profit: \$160* Commercial: \$200
51- 200 people (Large)**	Non-Profit: \$80* Commercial: \$100	Non-Profit: \$320* Commercial: \$500

* Fee exemptions may be granted for non-profit public or youth-focused events that provide a community benefit.

Contact jdfinfo@crd.bc.ca to apply for an exemption

** Large events subject to \$500 per day damage deposit

Definitions

- **Non-Profit:** Organizations or groups operating without a profit motive, typically serving community, educational, cultural, environmental, or charitable purposes.
- **Commercial:** Any service, event, or activity conducted for profit, including sales, fee-for-service programming, or promotional activities.



List of Revisions

Below is a summary of the changes to fees and charges for recreation services and facilities, starting September 1, 2026. The changes have been considered and recommended by the respective service's commission and summarized as follows.

Saanich Peninsula Recreation Service (Panorama Recreation Centre): The primary consideration in the review of recreation fees and charges is to balance fiscal responsibility, equitable access to recreation services and the marketplace. Historically, the Peninsula Recreation Commission has determined that a ratio of 50% funding by users and 50% funding by requisition is the goal to meet and maintain. The ratio of user pay to tax requisition was impacted by the COVID-19 pandemic and is gradually returning to the goal ratio (2021- 37.1%, 2022- 43.5%, 2023- 46.5%, 2024- 74.5%, and 2025 50.3%).

Although attendance and revenues have generally recovered to pre-pandemic levels, wages, operating costs and inflation impact the cost to operate facilities and to deliver programs and services. Staff have considered expected revenues, increasing costs, recreation fees across the region and previous rate increases and are recommending a 2 to 9% increase to most fees.

The recommended increase accounts for increases in wage, operating cost, inflation, and maintenance of a 50% user pay ratio, while supporting community health and wellness.

Proposed changes to fees and charges include:

1. Increase to single admission, per visit and timed passes.

- A review of regional admissions and pass fees was completed. Panorama Recreation's admission rates are competitive in the region. The proposed 5% to 10% increase to most single admission, per visit and timed pass fees ensures more effective cost recovery without changing Panorama Recreation's current position as third highest in the region.

2. Increase to child/youth 12-month pass.

- The current child/youth 12-month pass rate remains substantially below the regional average of \$214.33 for comparable passes. The proposed 15% increase, from \$112.40 to \$129.25 per year, represents a step toward aligning Panorama Recreation's rate with regional benchmarks. This adjustment also advances fulfillment of the Peninsula Recreation Fees and Charges Policy, which recommends that child and youth fees be established at 55% of the equivalent adult rate.

3. Increase to facility rental rates.

- Proposed rate adjustments of 3% to 7% for most youth and adult facility rentals are recommended to address rising operating costs and to maintain alignment with rental fees across Greater Victoria. In instances where Panorama's fees were notably lower than comparable regional rates, targeted increases of more than 7% have been applied. Given the continued high demand for facility rentals across all program areas, these increases are market-tolerable.
- For commercial rentals, proposed increases of 9% support closer alignment with the Peninsula Recreation Fees and Charges Policy, which directs that commercial rates be set at 200% of the comparable adult rate.

4. Increase to supplemental staff rates.

- The proposed 3.3% increase to most supplemental staff rates is to align the fees with wage increases outlined in the Collective Agreement.

5. Fee type changes

- Facility rental fee categories have been updated to more accurately reflect intended use and to support efficiencies associated with the implementation of online facility bookings. The previous

“Youth” category has been renamed Youth Non-Profit to clarify that the reduced rate is intended specifically for non-profit, youth-focused organizations, such as minor sports associations and youth groups.

- In addition, the term “adult” has been removed from most facility rental fee names. This rate category will serve as the standard base rate for all user groups that do not fall under the Commercial or Youth Non-Profit categories.
- Birthday party bookings are no longer classified as commercial rentals and will now be charged the applicable base (formerly adult) rental rate.

6. *Fees streamlined or removed.*

- To support the implementation of online facility bookings and enhance efficiencies for recurring rentals, several room rental categories have been streamlined. Previously, each individual room carried separate youth, adult and commercial rates. Under the revised structure, rooms are now grouped and priced according to room size and type, specifically: small room, classroom, large/multipurpose room and dance/fitness studio. The average rate for rooms within each grouping has been applied as the new standard fee for that category, simplifying the fee structure and improving user clarity.

SEAPARC: The primary consideration in the review of SEAPARC recreation fees and charges is to find a balance between fiscal accountability, access to recreation services, and the marketplace.

Wages, operating costs, and inflation impact the cost to operate facilities and deliver programs and services. Membership pass sale revenue increased through 2025, however this increase in revenue was offset by a decrease in drop-in admission revenue. Staff have considered the balance of expected revenues and escalating costs, recreation fees across the region, and previous rate increases and are recommending an average increase of 3% to fees.

Proposed changes to fees and charges include:

1. *Increase to single admission, per visit and timed passes.*

- Following a regional review of comparable rates, fee increases of 1–7% are being proposed. Consistent with feedback from both the public and staff, these rates have been rounded to the nearest \$0.25.

2. *Increase to ice / dryfloor rental rates.*

- Although demand for SEAPARC's ice and dryfloor spaces is high, current rental rates remain lower than those of comparable regional facilities. Proposed increases of 1–11% aim to narrow this gap. The “early morning” rate, which SEAPARC uniquely offers, has been increased at a higher percentage to begin aligning it with the youth non-prime rate. In future years, increases may need to surpass typical inflation levels as part of long-term planning for a new arena facility.

3. *Increase to supplemental staff rates.*

- The proposed 4% increase aligns with wage increases from the collective agreement. Increase in golf fees.

4. *Addition of daily/tournament rate for Stan Jones field.*

- The proposed rate establishes a daily/tournament rate to assist staff with bookings as a per game rate is difficult to ascertain with tournament use.

Salt Spring Island Parks and Recreation: As part of the annual review of fees and charges, the Salt Spring Local Community Commission conducts an analysis of, including but not limited to, social and economic conditions, market averages of like facilities and desired recovery rates/financial targets to establish base rates for admission and rental fees and applies formulas to allow for subsidies for local non-profit organizations and different age groups.

Proposed changes to fees and charges include:

1. *General rate increase.*
 - A 3.0% to 5.0% increase to most admission and rental rates is proposed for 2026/2027.
2. *Recreation centre admissions.*
 - A 3.0% to 4.0% for all admissions and timed passes with exception of aquatics fitness passes which are increasing by 0.2% to 0.8% as part of a multi-year strategy to align these rates with the other adult admission rates.
3. *Facility and pool rental rates.*
 - A 3.0% to 3.5% increase to facility, room and pool rental rates.
4. *Outdoor field and park facility rental rates*
 - Outdoor soccer, baseball and park rental fees increasing by 3.0% to 5.0%.
5. *New specific changes*
 - Tennis and pickle ball court bookings transitioning from a flat rate \$5 per booking to an hourly rate to align with outdoor field booking rates.

JdF EA Parks & Recreation Advisory Commission

Each year, the fees and charges for parks and recreation services are evaluated to determine if new charges are required and if existing fees need to be adjusted. Comparing fees to other jurisdictions and looking at social and financial factors, the recommendation is that fees should be increased.

The proposed new fees and charges continue to be reasonable and affordable for most residents and visitors and are generally lower than other Greater Victoria jurisdictions. The proposed new fee structure improves cost recovery for commercial uses while maintaining affordability for community organizations. The introduction of seasonal and annual rates also improves administrative efficiency.

Juan De Fuca Electoral Area Parks and Recreation:

- 2026-27 fees and charges see a significant modernization of the fees with increase to the permit rate of 25% and the introduction of commercial rates.

Port Renfrew Community Recreation Centre:

- Complete revision to the centre rental fees introducing hourly and daily fees, for both non-profit and commercial usages.

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT **Bylaw No. 4797: Temporary Borrowing (Cedar Lane Water Service) Bylaw No. 1, 2026**

ISSUE SUMMARY

Board adoption of a temporary borrowing bylaw is requested to authorize the Capital Regional District (CRD) to borrow up to \$230,000 on a temporary basis for capital expenditures authorized under Loan Authorization Bylaw No. 4747 for the Cedar Lane Water Service.

BACKGROUND

On July 8, 2026, the CRD Board adopted Bylaw No. 4747, "Cedar Lane Water Service Loan Authorization Bylaw No. 1, 2026", to authorize borrowing up to \$230,000 for a maximum term of 15 years for capital renewal and upgrades to the Cedar Lane Water Service. A temporary borrowing bylaw is required if the CRD intends to obtain interim financing for these capital expenditures before long-term debt is issued.

The timing and amount of long-term borrowing will be finalized as the capital projects approach completion and the final borrowing requirement becomes known. Outstanding temporary borrowing is expected to be repaid using the net proceeds from a future Municipal Finance Authority (MFA) of British Columbia long-term debt issue. Long-term borrowing will require the Board to adopt a security issuing bylaw at a future meeting.

The following temporary borrowing bylaw is proposed:

Service Area	Action	Purpose	Bylaw
2.628 Cedar Lane Water (SSI)	Temporary Borrowing Bylaw No. 4797	To authorize temporary borrowing for capital expenditures under Loan Authorization Bylaw No. 4747.	Temporary Borrowing (Cedar Lane Water Service) Bylaw No. 1, 2026

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4797, "Temporary Borrowing (Cedar Lane Water Service) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4797 be adopted.

Alternative 2

That Bylaw No. 4797 be referred back to staff for additional information.

IMPLICATIONS

Adoption of the proposed temporary borrowing bylaw would authorize the CRD to borrow temporarily under Loan Authorization Bylaw No. 4747. Temporary borrowing may not exceed the \$230,000 authorized under the loan authorization bylaw, reduced by any amounts previously borrowed in relation to that bylaw.

Adoption of the proposed bylaw would not commit the CRD to borrow the full amount. The amount and timing of any advance will depend on project requirements, the approved financial plan, MFA funding availability and completion of the applicable approval processes. Before requesting an advance, staff will determine the amount having regard to project cash-flow requirements and the net proceeds expected from future long-term borrowing after applicable MFA requirements.

MFA temporary financing bears interest at a variable rate on the outstanding balance. MFA's short-term borrowing rate was 2.89% as of August 14, 2026. Actual interest costs will depend on the amount advanced, the timing of the advance and the rates in effect while the funds remain outstanding. Temporary borrowing costs are included in the approved financial plan.

No temporary advance will be obtained until MFA has approved the temporary borrowing application and all applicable financing requirements have been completed.

Amounts actually advanced under Bylaw No. 4797 before the five-year borrowing authority under Loan Authorization Bylaw No. 4747 ends may later be repaid using long-term borrowing proceeds, subject to applicable approvals. Adoption of Bylaw No. 4747 alone does not preserve any undrawn amount.

Under the current financing approach, outstanding temporary borrowing is expected to be repaid using the net proceeds from long-term borrowing through a future MFA debt issue. Long-term borrowing will require the Board's future adoption of a security issuing bylaw and completion of the applicable provincial and MFA processes.

CONCLUSION

Adoption of Temporary Borrowing Bylaw No. 4797 would authorize the temporary borrowing of up to \$230,000 for capital renewal and upgrades to the Cedar Lane Water Service but would not commit the CRD to borrow the full amount.

Outstanding temporary borrowing is expected to be repaid using the net proceeds from future long-term borrowing through MFA. This approach remains subject to applicable approvals and may be revised if project or financing circumstances change.

RECOMMENDATION

1. That Bylaw No. 4797, "Temporary Borrowing (Cedar Lane Water Service) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4797 be adopted.

Submitted by:	Varinia Somosan, CPA, CGA, Deputy Chief Financial Officer & Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Iain Lawrence: Acting General Manager, Electoral Area Services
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4797: “Temporary Borrowing (Cedar Lane Water Service) Bylaw No. 1, 2026”

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4797

A BYLAW TO AUTHORIZE TEMPORARY BORROWING
OF TWO HUNDRED AND THIRTY THOUSAND DOLLARS (\$230,000) FOR THE
INFRASTRUCTURE UPGRADES IN THE CEDAR LANE WATER SERVICE AREA

WHEREAS:

- A. It is provided by Section 409 of the *Local Government Act* that the Capital Regional District Board (the "Board") may, where it has adopted a loan authorization bylaw, without further assents or approvals, borrow temporarily from any person under the conditions therein set out;
- B. The Board has adopted Bylaw No. 4747, cited as "Cedar Lane Water Service Loan Authorization Bylaw No. 1, 2026", in the amount of Two Hundred and Thirty Thousand Dollars (\$230,000); and
- C. The issuance of the said Security Issuing Bylaw has been temporarily deferred.

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

- 1. The Regional Board is hereby authorized and empowered to borrow an amount or amounts not exceeding the sum of Two Hundred and Thirty Thousand Dollars (\$230,000), as the same may be required, at the prevailing interest rate.
- 2. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chair and the Financial Administration Officer.
- 3. The money so borrowed shall be used solely for the purposes set out in Loan Authorization Bylaw No. 4747.
- 4. The proceeds from the Security Issuing bylaw, or so much thereof as may be necessary, shall be used to repay the money so borrowed.
- 5. This Bylaw may be cited as the "Temporary Borrowing (Cedar Lane Water Service) Bylaw No. 1, 2026".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT **Bylaw No. 4798: Temporary Borrowing (Fulford Water Service) Bylaw No. 1, 2026**

ISSUE SUMMARY

Board adoption of a temporary borrowing bylaw is requested to authorize the Capital Regional District (CRD) to borrow up to \$270,000 on a temporary basis for capital expenditures authorized under Loan Authorization Bylaw No. 4749 for the Fulford Water Service.

BACKGROUND

On July 8, 2026, the CRD Board adopted Bylaw No. 4749, "Fulford Water Service Loan Authorization Bylaw No. 1, 2026", to authorize borrowing up to \$270,000 to complete the Supervisory Control and Data Acquisition (SCADA) infrastructure and install security fencing around the treatment plant. A temporary borrowing bylaw is required if the CRD intends to obtain interim financing for these capital expenditures before long-term debt is issued.

The timing and amount of long-term borrowing will be finalized as the capital projects approach completion and the final borrowing requirement becomes known. Outstanding temporary borrowing is expected to be repaid using the net proceeds from a future Municipal Finance Authority (MFA) of British Columbia long-term debt issue. Long-term borrowing will require the Board to adopt a security issuing bylaw at a future meeting.

The following temporary borrowing bylaw is proposed:

Service Area	Action	Purpose	Bylaw
2.626 Fulford Water (SSI)	Temporary Borrowing Bylaw No. 4798	To authorize temporary borrowing for capital expenditures under Loan Authorization Bylaw No. 4749.	Temporary Borrowing (Fulford Water Service) Bylaw No. 1, 2026

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4798, "Temporary Borrowing (Fulford Water Service) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4798 be adopted.

Alternative 2

That Bylaw No. 4798 be referred back to staff for additional information.

IMPLICATIONS

Adoption of the proposed temporary borrowing bylaw would authorize the CRD to borrow temporarily under Loan Authorization Bylaw No. 4749. Temporary borrowing may not exceed the \$270,000 authorized under the loan authorization bylaw, reduced by any amounts previously borrowed in relation to that bylaw.

Adoption of the proposed bylaw would not commit the CRD to borrow the full amount. The amount and timing of any advance will depend on project requirements, the approved financial plan, MFA funding availability and completion of the applicable approval processes. Before requesting an advance, staff will determine the amount having regard to project cash-flow requirements and the net proceeds expected from future long-term borrowing after applicable MFA requirements.

MFA temporary financing bears interest at a variable rate on the outstanding balance. MFA's short-term borrowing rate was 2.89% as of August 14, 2026. Actual interest costs will depend on the amount advanced, the timing of the advance and the rates in effect while the funds remain outstanding. Temporary borrowing costs are included in the approved financial plan.

No temporary advance will be obtained until MFA has approved the temporary borrowing application and all applicable financing requirements have been completed.

Amounts actually advanced under Bylaw No. 4798 before the five-year borrowing authority under Loan Authorization Bylaw No. 4749 ends may later be repaid using long-term borrowing proceeds, subject to applicable approvals. Adoption of Bylaw No. 4749 alone does not preserve any undrawn amount.

Under the current financing approach, outstanding temporary borrowing is expected to be repaid using the net proceeds from long-term borrowing through a future MFA debt issue. Long-term borrowing will require the Board's future adoption of a security issuing bylaw and completion of the applicable provincial and MFA processes.

CONCLUSION

Adoption of Temporary Borrowing Bylaw No. 4798 would authorize the temporary borrowing of up to \$270,000 for the SCADA infrastructure and security fencing improvements in the Fulford Water Service but would not commit the CRD to borrow the full amount.

Outstanding temporary borrowing is expected to be repaid using the net proceeds from future long-term borrowing through MFA. This approach remains subject to applicable approvals and may be revised if project or financing circumstances change.

RECOMMENDATION

1. That Bylaw No. 4798, “Temporary Borrowing (Fulford Water Service) Bylaw No. 1, 2026”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4798 be adopted.

Submitted by:	Varinia Somosan, CPA, CGA, Deputy Chief Financial Officer & Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Iain Lawrence: Acting General Manager, Electoral Area Services
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4798: “Temporary Borrowing (Fulford Water Service) Bylaw No. 1, 2026”

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4798

A BYLAW TO AUTHORIZE TEMPORARY BORROWING
OF TWO HUNDRED AND SEVENTY THOUSAND DOLLARS (\$270,000) FOR THE
INFRASTRUCTURE UPGRADES IN THE FULFORD WATER SERVICE AREA

WHEREAS:

- A. It is provided by Section 409 of the *Local Government Act* that the Capital Regional District Board (the "Board") may, where it has adopted a loan authorization bylaw, without further assents or approvals, borrow temporarily from any person under the conditions therein set out;
- B. The Board has adopted Bylaw No. 4749, cited as "Fulford Water Service Loan Authorization Bylaw No. 1, 2026", in the amount of Two Hundred and Seventy Thousand Dollars (\$270,000); and
- C. The issuance of the said Security Issuing Bylaw has been temporarily deferred.

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

- 1. The Regional Board is hereby authorized and empowered to borrow an amount or amounts not exceeding the sum of Two Hundred and Seventy Thousand Dollars (\$270,000), as the same may be required, at the prevailing interest rate.
- 2. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chair and the Financial Administration Officer.
- 3. The money so borrowed shall be used solely for the purposes set out in Loan Authorization Bylaw No. 4749.
- 4. The proceeds from the Security Issuing bylaw, or so much thereof as may be necessary, shall be used to repay the money so borrowed.
- 5. This Bylaw may be cited as the "Temporary Borrowing (Fulford Water Service) Bylaw No. 1, 2026".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 09, 2026**

SUBJECT Biosolids Beneficial Use Management – July and August Update

To provide an update for the months of July and August to the Capital Regional District (CRD) Board on the management and beneficial use of biosolids in alignment with the Long-Term Biosolids Management Strategy.

BACKGROUND

The CRD has been producing Class A biosolids at the Residuals Treatment Facility since the commissioning of the Core Area Wastewater Treatment Project in 2020. On March 19, 2025, the Minister of Environment and Parks endorsed the CRD's Long-Term Biosolids Management Strategy. The strategy prioritizes advanced thermal treatment as the preferred option for biosolids management supported by a portfolio of out-of-region, non-agricultural beneficial uses for resiliency and contingency purposes. This report provides a monthly update on the beneficial use activities and progress implementing the Long-Term Biosolids Management Strategy.

In addition to the three established beneficial use outlets and the 2026 procurement for additional options, the CRD is progressing the development of the Biochar Project that constitutes the preferred long-term solution within the CRD's Long-Term Biosolids Management Strategy.

BIOSOLIDS BENEFICIAL USE MANAGEMENT

Biosolids Production

The Residuals Treatment Facility (RTF) continues to receive and process all wastewater residuals from the McLoughlin Point Wastewater Treatment Plant and produce class A biosolids for beneficial use. Integration of residuals from the Saanich Peninsula and Sooke Wastewater Treatment Plants into RTF operations also continues to progress successfully. In July, approximately 356 wet tonnes of wastewater residuals were produced by these facilities, of which 330 tonnes (93%) were received and processed at the RTF. The remaining 26 tonnes were diverted to Hartland Landfill as receiving operations continue to be optimized through the commissioning process. The integration supports the transition away from landfill disposal and a more coordinated regional approach to residuals management. August volumes were not available at the time of report preparation.

Biosolids Management and Beneficial Use

In July and August 2026, all biosolids produced at the CRD Residuals Treatment Facility were beneficially used for out-of-region, non-agricultural applications in accordance with the Long-Term Biosolids Management Strategy. Up to date information on biosolids production and beneficial use can be found on the CRD website at: <https://www.crd.ca/government-administration/data-documents/biosolids-production>.

The CRD has two options for beneficial uses: a soil amendment for the reclamation of a quarry site in Cassidy, BC, and a soil amendment for landscape plant growers in the Fraser Valley. CRD

staff actively coordinate biosolids allocation across this portfolio to maintain operational reliability and cost-effective management. The CRD's contract for beneficial use of biosolids as an energy feedstock for cement manufacturing in Richmond has expired.

Staff are advancing a competitive procurement for future beneficial use services consistent with the Long-Term Biosolids Management Strategy. A Request for Expressions of Interest (RFEOI) closed on August 10, 2026, with four submissions received, identifying potential opportunities both in and out of region including industrial site reclamation and non-agricultural land application. Results of the RFEOI will be considered in developing a Request for Proposals, anticipated to be issued in late 2026.

July and August Operational Status of Beneficial Use Options

Beneficial Use Option	Current Availability	July and August 2026 Notes
Energy Feedstock, Cement Manufacturing (Richmond, BC)	Contract Expired	The contract for this beneficial use option has expired. Future beneficial use services are being considered through the competitive procurement process.
Quarry Reclamation (Cassidy, BC)	Available	Primary beneficial use outlet for July and August.
Landscape Plant Growers (Fraser Valley, BC)	Available	Facility is currently accepting materials; staff are working to align transportation and logistics to support resumption of shipments.

Biochar Project Update

The CRD has been awarded a \$7 million grant to support development of the Biochar Project, which involves installation of carbonisation equipment at the RTF at Hartland Landfill to transform biosolids from wastewater treatment into biochar, consistent with the Board-endorsed Long-Term Biosolids Management Strategy. The funding was awarded through the Federal Build Communities Strong - Strategic Priorities Fund administered by the Union for BC Municipalities and represents the maximum grant available through the program.

CRD staff continue to advance the project consistent with the Board-endorsed Long-Term Biosolids Management Strategy. The project remains on track, with staff anticipating bringing forward a report to the Board in early 2027 to seek direction on a final investment decision.

Financial Implications

The 2026 biosolids management disposal budget is \$2.85 million. Based on current expenditures and projected costs, staff are continuing to assess the year-end budget position, including opportunities to manage costs within the broader program budget. Should a budget amendment be required, staff will bring forward a recommendation to the Board for consideration.

CONCLUSION

Throughout July and August, the Capital Regional District continued to beneficially use all Class A biosolids in alignment with the Long-Term Biosolids Management Strategy using a portfolio of out-of-region non-agricultural options. The primary beneficial use continued to be quarry land reclamation. The project to procure a Biosolids Beneficial Use Advanced Thermal Facility remains on track.

RECOMMENDATION

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

Submitted by:	Rory Tooke, PhD, Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT 2026 Census Impact on Regional District Board Voting

ISSUE SUMMARY

To provide information on when the voting strength of CRD Directors will be adjusted in accordance with updated population figures from the 2026 federal census.

BACKGROUND

The number of Directors and voting strength allocated to each CRD municipality or electoral area is determined by its population. To determine the voting strength of a municipality or electoral area, its population is divided by the CRD's assigned voting unit of 5,000, which is set out in the Letters Patent. To determine the number of Directors, the voting strength is further divided by 5, as the maximum number of votes a Director at the Regional Board may have is 5.

Population is based on Statistics Canada census numbers, which are updated and certified by the Ministry of Municipal Affairs and Housing following the federal census every 5 years. Following the census conducted in 2021, the voting strength of some CRD jurisdictions was adjusted just prior to the 2022 General Local Election. Attached at Appendix A is a copy of the 2022 confirmation of regional voting strength, including the population of each CRD member jurisdiction. The current composition of the CRD Board is based on the population figures and voting strength shown in Appendix A.

A federal census was undertaken in the Spring of 2026. The results have not yet been released. Staff are advised by the Ministry of Municipal Affairs and Housing that it anticipates providing updated population statistics and adjusted voting strength to the CRD in the Fall of 2027. At that time, if there is a population increase, the Ministry may assign additional votes to a municipality, which could be added to the voting weight of an existing Director if they have less than 5 votes. Currently the City of Langford is the only jurisdiction at the CRD Board where all of its Directors have the maximum number of votes. All other jurisdictions at the CRD Board have at least one Director with less than 5 assigned votes.

A population increase could also trigger the entitlement to an additional Director at the Regional Board, if all the current Directors from an electoral area or municipality are already assigned the maximum vote weight of 5. For example, the City of Langford population in 2021 was 46,584, equaling entitlement to 2 Directors at 5 votes each ($46,584/5,000 = 9.3$, rounding up gives a vote strength of 10, dividing that by 5 yields 2 Directors). If Langford's population increases beyond 50,000 in the next census, its Council will be entitled to appoint an additional Director.

Staff expect to receive updated voting strength allocations in the Fall of 2027, in time to adjust Board composition for the Regional Board's 2027 inaugural meeting in November. If there are changes to voting entitlement, municipal Councils will be asked to confirm the allocation of votes to each of their Directors, or if entitled to another Director, the municipal Council will be responsible for choosing an additional Director from its current Council members.

In 2022 there was a fortuitous alignment in receiving the updated population figures and certified regional voting strength just before the start of a new Regional Board term. This allowed CRD to provide certainty on voting weight to municipalities prior to their appointment of Directors. Because the federal census cycle is not in synch with the BC General Local Election cycle, this alignment will not happen again for many years (2042), and any changes to voting strength or number of Directors due to population changes will happen mid-term. This is a slight disadvantage for a new Director appointed mid-term, in that they would not have the benefit of a structured orientation program or participating in strategic planning with their Director colleagues, however, appointing a Councillor who has been an Alternate Director may help minimize any disparity.

CONCLUSION

Results from the 2026 federal census will be certified by the Ministry of Municipal Affairs and Housing and provided to the CRD prior to the Regional Board's 2027 inaugural meeting. Any adjustments to population numbers may impact the voting strength and number of Directors that a municipality or electoral area is entitled to at the Regional Board.

RECOMMENDATION

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

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

ATTACHMENT(S)

Appendix A: Letter to the Board Chair from Minister Cullen, dated October 13, 2022, Re. 2021 Census Impact on Regional District Board Voting



October 13, 2022

Ref: 271301

Colin Plant, Chair
and Members of the Board
Capital Regional District
PO Box 1000
Victoria BC V8W 2S6

Dear Chair Plant and Board Members:

Re: 2021 Census Impact on Regional District Board Voting

Enclosed please find the 2021 Census population figures that serve as the basis for voting strength and number of municipal directors.

These population figures reflect the number of people living within regional district boundaries, which may be different from the federal Census boundaries of the same name. In determining these total population figures, Ministry of Municipal Affairs staff have made adjustments to ensure that Indian Reserve populations are included for the appropriate local government areas and to account for 2021 municipal boundary changes. Population is a defined term in the *Community Charter* and is the basis for voting rights and municipal representation on the Regional District Board and for allocation of certain local government grant amounts.

As a result of the 2021 Census and adjustments, the Regional District Board's changes consist of the following:

As a result of the 2021 Census and adjustments, the Capital Regional District Board composition will not change, but the City of Langford will gain two (2) votes, and the City of Victoria, and the Districts of Metchosin, Saanich and Sooke will each gain one (1) vote as a reflection of increased population.

.../2

Colin Plant, Chair

Page 2

Regional districts are encouraged to inform their member municipalities of any changes as soon as possible. Municipal councils will be required to appoint new directors (who must take their municipal director oath of office) after the local general elections on October 15 and before the Board's first meeting held after November 1.

Should you have any questions regarding the census population certification process, please contact David Van Ommen, Senior Planning Analyst, Governance and Structure Branch. He can be reached by telephone at: 778 698-3214, or by email at: lggovernance@gov.bc.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nathan Cullen', written in a cursive style.

Nathan Cullen
Minister

Enclosure

pc: David Van Ommen, Senior Planning Analyst, Governance and Structure
Bob Lapham, Chief Administrative Officer, Capital Regional District
Kristen Morley, General Manager, Corporate Services, Capital Regional District

Capital Regional District
(incorporated February 1, 1966)
Voting Unit: 5,000 population

	2021 Census including subsequent population changes certified by the Minister ¹	Number of Directors (voting strength/5)	Voting Strength (population/ voting unit)
Cities:			
Colwood	18,961	1	4
Langford	46,584	2	10
Victoria	91,867	4	19
Districts:			
Central Saanich	19,887	1	4
Esquimalt	17,533	1	4
Highlands	2,482	1	1
Metchosin	5,067	1	2
North Saanich	12,235	1	3
Oak Bay	17,990	1	4
Saanich	117,735	5	24
Sooke	15,086	1	4
Towns:			
Sidney	12,318	1	3
View Royal	11,575	1	3
Electoral Areas:			
Saltspring Island	11,635	1	3
Southern Gulf Islands	6,476	1	2
Juan de Fuca	8,020	1	2
Totals:	415,451	24	92

Populations certified as necessary by the Minister of Municipal Affairs under sections 196 and 197 of the *Local Government Act* as per the definition in the Schedule to the *Community Charter*.

Effective November 1, 2022.

These population figures are to be used only in the determination of voting strength and Director representation.

1. Population includes people residing on Indian Reserves and boundary extensions to December 31, 2021.

Minister's initials: N.C.

**REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 9, 2026**

SUBJECT **Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 91, 2026 (Bylaw No. 4772) and Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 5, 2026 (Bylaw No. 4773)**

ISSUE SUMMARY

To seek Capital Regional District (CRD) Board approval to update penalty and fine amounts under Bylaw No. 1857, “Capital Regional District Ticket Information Authorization Bylaw, 1990”, and Bylaw No. 4683, “Bylaw Notice Enforcement Bylaw No. 1, 2025”, to ensure that enforcement tools remain effective, proportionate and aligned with contemporary regulatory practices across comparable jurisdictions.

BACKGROUND

CRD Bylaw No. 3741, “Building Regulation Bylaw No. 5, 2010”, establishes the regulatory framework for the construction, alteration, repair and demolition of buildings and structures within the CRD’s Electoral Areas. Bylaw No. 1857 (Appendix C) and Bylaw No. 4683 (Appendix D) provide the enforcement system, including fine schedules and penalty structures.

Unpermitted construction is widespread throughout the Electoral Areas and the previous deterrence of placing a Notice on Title for the property is, by itself, not effective. Over time, fine amounts have remained static while industry standards, construction costs, and regional enforcement practices have evolved. As a result, current penalties no longer reflect the deterrent value required to ensure compliance with building regulations. The CRD’s Building Inspection Division has a structured process (with the intent to resolving the unpermitted construction) before the owner is ticketed.

Presently, the fine amounts are \$300 and Building Inspection is seeking approval to increase this to \$500 with Bylaw No. 4772 to amend Bylaw No. 1857 (Appendix A) and Bylaw 4773 to amend Bylaw No. 4683 (Appendix B).

Staff have reviewed penalty structures in comparable jurisdictions, including other regional districts and municipalities within BC. Ticket amount for other municipalities within other CRD municipalities range from \$100 to \$1,000.

ALTERNATIVES

Alternative 1

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

1. That Bylaw No. 4772, “Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 91, 2026”, be introduced and read a first, second, and third time;
2. That Bylaw No. 4772 be adopted.
3. That Bylaw No. 4773, “Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 5, 2026”, be introduced and read a first, second, and third time;
4. That Bylaw No. 4773 be adopted.

Alternative 2

The Electoral Areas Committee recommends to the Capital Regional District Board:
That the report be referred back to staff for more information.

IMPLICATIONS

Service Delivery Implications

Low penalties can reduce the deterrent effect of enforcement, encourage non-compliance where the cost of violation is lower than the cost of compliance and increase staff time spent on repeated enforcement actions.

Updating penalties will support stronger compliance and ensure the CRD's regulatory framework remains effective. Increasing penalties under Bylaw No. 1857 and Bylaw No. 4683 will align the CRD's fine amounts with industry standards, reflect the true cost and risk associated with building-related violations, support consistent enforcement across the Southern Gulf Islands and other Electoral Areas and reduce inequities between jurisdictions.

The proposed amendments ensure that all increases remain within the maximum \$500 penalty permitted under Bylaw No. 4683 to maintain consistency, fairness and lawful enforcement across the region. These changes will modernize the enforcement framework and improve regulatory effectiveness.

Financial Implications

There is no financial implication to the CRD for increasing ticket amounts, and there are no financial implications to the public. There will be financial implications to property owners who are ticketed (increasing tickets amounts from \$300 to \$500).

CONCLUSION

Updating fines under Bylaw No. 1857 and Bylaw No. 4683 is necessary to ensure that the Capital Regional District (CRD) building regulation and enforcement framework remains effective, contemporary, and aligned with industry standards. The proposed amendments will strengthen compliance, support consistent enforcement and modernize the CRD's regulatory tools.

RECOMMENDATION

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

1. That Bylaw No. 4772, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 91, 2026", be introduced and read a first, second, and third time;
2. That Bylaw No. 4772 be adopted.
3. That Bylaw No. 4773, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 5, 2026", be introduced and read a first, second, and third time;
4. That Bylaw No. 4773 be adopted.

Electoral Areas Committee – September 9, 2026

Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 91, 2026 (Bylaw No. 4772) and Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 5, 2026 (Bylaw No. 4773)

3

Submitted by:	Calvin Gray, Manager, Building Inspection
Concurrence:	Stephen Henderson, MBA, P.G.Dip.Eng, BSc, General Manager, Electoral Area Services
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Bylaw No. 4772, “Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 91, 2026”.
- Appendix B: Bylaw No. 4773, “Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 5, 2026”.
- Appendix C: Redline of Consolidated Bylaw No. 1857, “Capital Regional District Ticket Information Authorization Bylaw, 1990” – Schedule 5 only.
- Appendix D: Redline of Consolidated Bylaw No. 4683, “Bylaw Notice Enforcement Bylaw No. 1, 2025” – Appendix 5 only.

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4772

A BYLAW TO AMEND THE CAPITAL REGIONAL DISTRICT MUNICIPAL TICKET
INFORMATION AND AUTHORIZATION BYLAW, 1990 (BYLAW NO. 1857)

WHEREAS:

- A. Under Bylaw No. 3741, “Building Regulation Bylaw No. 5, 2010”, the Capital Regional District Board established a Bylaw to Regulate the Construction, Alteration, Repair, or Demolition of Buildings and Structures in the Electoral Areas of the Capital Regional District; and
- B. The Board wishes to amend Bylaw No. 1857, “Capital Regional District Municipal Ticket Information Authorization Bylaw, 1990”, to increase building regulation penalties to align fine amounts with current industry standards to strengthen overall compliance;

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

- 1. Bylaw No. 1857, “Capital Regional District Municipal Ticket Information Authorization Bylaw, 1990” is hereby amended as follows:
 - (a) By replacing Schedule 5 in its entirety with Schedule 5 attached to this bylaw.
- 2. This bylaw may be cited for all purposes as “Capital Regional District Municipal Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 91, 2026”.

READ A FIRST TIME THIS	th	day of	20__
READ A SECOND TIME THIS	th	day of	20__
READ A THIRD TIME THIS	th	day of	20__
ADOPTED THIS	th	day of	20__

CHAIR

CORPORATE OFFICER

SCHEDULE 5 TO BYLAW NO. 1857

BUILDING REGULATION BYLAW NO. 5, 2010

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT
Fail to obtain building permit	3.1.1	\$500.00
Fail to obtain demolition/deconstruction permit	3.1.2	\$500.00
Occupy without occupancy certificate	3.1.3	\$500.00
Tamper with posted notice/permit/certificate	3.1.4	\$300.00
Build contrary to approved plans	3.1.5	\$500.00
Obstruct entry of authorized building official	3.1.6	\$500.00
Continue work on structure after order	3.1.7	\$500.00
Construct contrary to building regulations	3.1.8	\$500.00

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4773

A BYLAW TO AMEND THE BYLAW NOTICE ENFORCEMENT BYLAW
(BYLAW NO. 4683)

WHEREAS:

- A. Under Bylaw No. 3741, “Building Regulation Bylaw No. 5, 2010”, the Capital Regional District Board established a Bylaw to Regulate the Construction, Alteration, Repair, or Demolition of Buildings and Structures in the Electoral Areas of the Capital Regional District; and
- B. Under Bylaw No. 4683, “Bylaw Notice Enforcement Bylaw No. 1, 2025”, the regional board established individuals who may enforce by bylaw notice and categories of offences which may be prosecuted by way of a bylaw notice;
- C. The Board wishes to amend Bylaw No. 4683, “Bylaw Notice Enforcement Bylaw No. 1, 2025”, to increase building regulation penalties to align fine amounts with current industry standards to strengthen overall compliance;

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

- 1. Bylaw No. 4683, “Bylaw Notice Enforcement Bylaw No. 1, 2025” is hereby amended as follows:
 - (a) By replacing Appendix 5 in its entirety with the Appendix 5 attached to this bylaw.
- 2. This bylaw may be cited for all purposes as “Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 5, 2026”.

READ A FIRST TIME THIS	th	day of	20__
READ A SECOND TIME THIS	th	day of	20__
READ A THIRD TIME THIS	th	day of	20__
ADOPTED THIS	th	day of	20__

CHAIR

CORPORATE OFFICER

APPENDIX 5 TO BYLAW NO. 4683

BUILDING REGULATION BYLAW NO. 5, 2010

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT	EARLY PAYMENT (if paid within 14 days)	LATE PAYMENT (paid after 28 days)	COMPLIANCE AGREEMENT AVAILABLE
Fail to obtain building permit	3.1.1	\$500.00	\$400.00	\$500.00	No
Fail to obtain demolition/deconstruction permit	3.1.2	\$500.00	\$400.00	\$500.00	No
Occupy without occupancy certificate	3.1.3	\$500.00	\$400.00	\$500.00	No
Tamper with posted notice/permit/certificate	3.1.4	\$300.00	\$240.00	\$360.00	No
Build contrary to approved plans	3.1.5	\$500.00	\$400.00	\$500.00	No
Obstruct entry of authorized building official	3.1.6	\$500.00	\$400.00	\$500.00	No
Continue work on structure after order	3.1.7	\$500.00	\$400.00	\$500.00	No
Construct contrary to building regulations	3.1.8	\$500.00	\$400.00	\$500.00	No



BYLAW NO. 1857

CAPITAL REGIONAL DISTRICT TICKET INFORMATION AUTHORIZATION BYLAW, 1990

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

ORIGINALLY ADOPTED February 27, 1991

(Consolidated with Amending Bylaws 1999, 2055, 2130, 2163, 2219, 2225, 2281, 2293, 2359, 2372, 2411, 2509, 2511, 2565, 2658, 2669, 2698, 2713, 2722, 2806, 2863, 2879, 2898, 2987, 3020, 3062, 3111, 3140, 3195, 3264, 3287, 3379, 3385, 3393, 3418, 3442, 3453, 3555, 3609, 3650, 3683, 3701, 3703, 3773, 3796, 3818, 3880, 3899, 3909, 4003, 4027, 4051, 4094, 4098, 4160, 4169, 4184, 4220, 4226, 4287, 4309, 4343, 4358, 4397, 4401, 4433, 4434, 4443, 4499, 4531, 4553, 4554, 4567, 4611, 4646, 4653, 4654, 4672, 4673, 4675, 4703, ~~4755, 4759, & 4772~~ & ~~4778~~)

SCHEDULE 5 TO BYLAW NO. 1857

(Bylaw 3020, 4401, 4703, 4772)

BUILDING REGULATION BYLAW NO. 5, 2010

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT
Fail to obtain building permit	3.1.1	\$500.00 250.00
Fail to obtain demolition/deconstruction permit	3.1.2	\$500.00 \$250.00
Occupy without occupancy certificate	3.1.3	\$500.00 \$250.00
Tamper with posted notice/permit/certificate	3.1.4	\$300.00 250.00
Build contrary to approved plans	3.1.5	\$500.00 \$250.00
Obstruct entry of authorized building official	3.1.6	\$500.00 \$250.00
Continue work on structure after order	3.1.7	\$500.00 \$400.00
Construct contrary to building regulations	3.1.8	\$500.00 \$250.00



BYLAW NO. 4683

BYLAW NOTICE ENFORCEMENT BYLAW NO. 1, 2025

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

ORIGINALLY ADOPTED February 12, 2025

(Consolidated with Amending Bylaw **4773**)

APPENDIX 5 TO BYLAW NO. 4683

(Bylaw 4773)

BUILDING REGULATION BYLAW NO. 5, 2010

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT	EARLY PAYMENT (if paid within 14 days)	LATE PAYMENT (paid after 28 days)	COMPLIANCE AGREEMENT AVAILABLE
Fail to obtain building permit	3.1.1	\$500.00 \$250.00	\$400.00 \$187.50	\$500.00 \$312.50	No
Fail to obtain demolition/deconstruction permit	3.1.2	\$500.00 \$250.00	\$400.00 \$187.50	\$500.00 \$312.50	No
Occupy without occupancy certificate	3.1.3	\$500.00 \$250.00	\$400.00 \$187.50	\$500.00 \$312.50	No
Tamper with posted notice/permit/certificate	3.1.4	\$300.00 \$250.00	\$240.00 \$187.50	\$360.00 \$312.50	No
Build contrary to approved plans	3.1.5	\$500.00 \$250.00	\$400.00 \$187.50	\$500.00 \$312.50	No
Obstruct entry of authorized building official	3.1.6	\$500.00 \$250.00	\$400.00 \$187.50	\$500.00 \$312.50	No
Continue work on structure after order	3.1.7	\$500.00 \$400.00	\$400.00 \$300.00	\$500.00 \$500.00	No
Construct contrary to building regulations	3.1.8	\$500.00 \$250.00	\$400.00 \$187.50	\$500.00 \$312.50	No



Making a difference...together

REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE MEETING OF TUESDAY, JULY 21, 2026

SUBJECT **Zoning Amendment Application for Lot A, District Lot 87, Renfrew District,
Plan EPP31225; PID: 029-514-819**

ISSUE SUMMARY

To consider a zoning amendment application to rezone the subject property from the Rural 2 (RU2) zone to a new Rural 2 - Recreation (RU2-R) zone.

BACKGROUND

The 4.1 ha subject property is located at 2820 Kirby Creek Road in Shirley (Appendix A). The property is zoned Rural 2 (RU2) under the Juan de Fuca Land Use Bylaw (Appendix B) and is designated Coastal Uplands (CU) by the Shirley-Jordan River Official Community Plan (OCP) (Appendix C). No development permit areas (DPAs) affecting the parcel have been identified by the OCP.

An application has been submitted to rezone the subject property from the RU2 zone to a new Rural 2 – Recreation (RU2-R) zone to permit *outdoor recreation*, with an accessory *convenience store*. In accordance with the proposal, staff have prepared proposed Bylaw No. 4764 (Appendix D).

The proponent intends to reside on the property while operating a “U-Catch” fishing business with additional recreational activities such as archery and disc golf. The proposed accessory *convenience store* use would permit a building or structure that could offer items such as recreation equipment and pre-packaged food and drinks. The application included a land use analysis, conceptual site plans illustrating parking and outdoor activity areas, and a *Wildlife Act* permit to authorize a trout pond (Appendix E). The proponent anticipates providing complementary facilities for patrons such as an outdoor picnic area and restrooms.

At its meeting of April 21, 2026, the Juan de Fuca Land Use Committee (LUC) recommended referral of proposed Bylaw No. 4764 to First Nations, CRD departments, the Shirley-Jordan River Advisory Planning Commission (APC) and external agencies: BC Hydro; District of Sooke; Island Health; Ministry of Forests – Archaeology Branch; Ministry of Forests – Water Protection Section; Ministry of Land, Water and Resource Stewardship; Ministry of Transportation & Transit; RCMP; Sooke School District # 62. Comments have been received and are included in Appendix F.

ALTERNATIVES

Alternative 1

The Land Use Committee recommends to the Capital Regional District Board:

1. That the referral of proposed Bylaw No. 4764, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 170, 2026", to the Shirley-Jordan River Advisory Planning Commission, CRD departments, First Nations and external agencies be approved and comments be received;
2. That proposed Bylaw No. 4764 be read a first and second time; and
3. That in accordance with the provisions of Section 469 of the *Local Government Act*, the Director of the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4764.

Alternative 2

That proposed Bylaw No. 4764 not proceed.

IMPLICATIONS

Legislative Implications

The APCs were established to make recommendations to the Land Use Committee on land use planning matters referred to them related to Part 14 of the *Local Government Act (LGA)*. The Shirley-Jordan River APC considered the application at its meeting on June 3, 2026.

Should the proposal proceed, a public hearing pursuant to Part 14, Division 3 of the *LGA* will be required subsequent to the amendment passing second reading. Property owners within 500 m of the subject property will be sent notice of the proposed bylaw amendment and the public hearing will be advertised in the local paper and on the CRD website.

Regional Growth Strategy Implications

Section 445 of the *LGA* requires that all bylaws adopted by a regional district board after the board has adopted a regional growth strategy (RGS) be consistent with the RGS. In accordance with CRD policy, where a zoning bylaw amendment that applies to land within the OCP area is consistent with the OCP, it does not proceed to the CRD Board for a determination of consistency with the RGS. Staff are of the opinion that the proposed amendment is consistent with the policies of the Shirley-Jordan River OCP.

First Nations Implications

The subject property is located within the asserted traditional territory of the Pacheedaht and T'Sou-ke First Nations. Each Nation was invited to participate in an application review process with staff and the proponent to better inform consideration of the proposal. Comments received are summarized below and included in Appendix F.

Pacheedaht First Nation had no comment regarding the proposed rezoning.

T'Sou-ke First Nation requested a site visit during the referral period; however, the proponent expressed preference to discuss the proposal at an in-person meeting with the Nation and the CRD at the Nation's office. Following that meeting, T'Sou-ke Nation provided formal comments emphasizing the need to protect archaeological, environmental, and cultural values, including completion of an archaeological assessment and ongoing consultation. The Nation requested involvement in monitoring and notification and participation during ground disturbing activities, particularly if any cultural or archaeological materials are encountered.

Referral Comments

In addition to the First Nations noted above, referrals were sent to external agencies, relevant CRD departments, and to the Shirley-Jordan River APC. Comments received are summarized below.

BC Hydro stated that they had no objection in principle to the proposed rezoning.

Ministry of Land, Water, and Resource Stewardship – Ecosystems Branch recommended surveying the property for connections to natural watercourses or wetlands. The Branch noted that the application area lies within partially identified critical habitat for the Little Brown Myotis, Northern Myotis and Tri-colored Bat. They advised applying standard environmental best practices and reporting any bat sightings to the Ministry.

Ministry of Land, Water, and Resource Stewardship – Groundwater Branch has no concerns with the proposal; however, a water licence will be required if a well is used for future commercial purposes.

Ministry of Transportation and Transit advised that the Ministry approval of the Bylaw does not apply in this area; however, a commercial access permit will be required. In addition, future development must not impact the drainage channel within their statutory right-of-way (CA4276886).

CRD First Nations Relations commented that while there are no registered archaeological sites on or immediately adjacent to the property, there is no record of any archaeological assessments that included the subject property. A *Heritage Conservation Act* permit is not required prior to development; however, there could be significant delays in acquiring a permit if archaeological deposits, features, or materials are identified during land alteration.

CRD Electoral Area Emergency Programs and CRD Bylaw Enforcement services stated no concerns.

A Public Information Meeting was held in the community, and the Shirley-Jordan River APC considered the application on June 3, 2026, with approximately five members of the public in attendance. The APC passed the following motion with respect to Bylaw No. 4764.

MOVED by Fiona McDannold, **SECONDED** by Melody Kimmel that having considered the proposed bylaw, the Shirley-Jordan River Advisory Planning Commission supports zoning amendment application RZ000293 for Lot A, District Lot 87, Renfrew District, Plan EPP31225, as presented.

Intergovernmental Implications

The proponent has obtained a *Wildlife Act* permit, issued by the Ministry of Water, Land and Resource Stewardship (WLRS), for trout fishing ponds. The permit outlines requirements of the *Act* and specifies that use of the fishing ponds is conditional to compliance with all other applicable acts and regulations, including CRD bylaws.

The proponent's qualified environmental professional confirmed that there are no watercourses on-site, and while a nearby ravine slightly overlaps the northeast corner, no impacts to the adjacent riparian system are anticipated. Existing "U-catch" permit conditions will help prevent potential impacts, if any.

The property has a registered statutory right-of-way (CA4276886) in favour of the Ministry of Transportation and Transit (MOTT) for drainage of overland water flow extending along the southern portion of the site, between Kirby Creek Road and Kirby Creek. The Ministry has highlighted that development must not impact the right-of-way. In addition, the landowner will be required to obtain an access permit prior to commercial operations.

Official Community Plan Context and Policy Implications

The Shirley-Jordan River OCP designates the subject property as Coastal Uplands (CU). The intent of the CU designation is to support forestry uses on Private Managed Forest Lands (PMFL). The CU designation also supports *low-impact tourism* and *recreation* uses, as well as *residential* and *agricultural* uses on lands that are no longer PMFL. Staff note that the OCP does not assign specific definitions or metrics to these terms to assess conformance.

The neighbouring area includes rural-scale recreational, industrial, and commercial uses, as well as community services and activities centered around the Shirley community hall and fire station. While the OCP does not define *low-impact recreation*, both the APC and the public in attendance at the public information meeting expressed support for the size and type of proposed outdoor

recreation activities and venue. Based on this feedback, along with a review of relevant OCP policies, staff are of the opinion that the proposal is consistent with the CU designation and the OCP's objective of maintaining Shirley's rural character.

Zoning Implications

The property is zoned RU2 under Bylaw No. 2040, which specifies a minimum parcel size of 4.0 ha and permits a *one-family dwelling*, *agriculture* and *farm buildings*. Typical rural zone accessory uses such as *secondary* or *detached accessory suite* and *home-based business* are permitted, as well as *accessory composting of waste generated on-site*. The RU2 zone specifies a maximum principal building height of 11.0 m, lot coverage of 10% and setbacks consistent with the rural residential zones in Bylaw No. 2040. Agriculture uses and buildings require increased setbacks of 30.0 m from the front lot line, and 15.0 m from all other lots lines.

The proposed Rural 2 – Recreation (RU2-R) zone maintains the currently permitted uses, density, and regulations; but adds *outdoor recreation* as a principal use with an accessory *convenience store*. The RU2-R zone maintains the current maximum principal building height, but stipulates that less than 50% of the land parcel area may be used for *outdoor recreation* purposes. Setbacks specified for the use are 30.0 m from the front lot line and 10.0 m from all other lot lines. The RU2-R zone restricts the maximum floor area for the accessory *convenience store* to 90 m², rather than 280 m² as currently specified by Bylaw No. 2040. The accessory *convenience store* would be required to comply with the setbacks specified for *outdoor recreation* uses, and be limited to a maximum accessory building height of 6.0 m. The RU2-R zone also includes setbacks for a gravel visitor parking area.

Planning Analysis

The proponent's primary objective is to offer *outdoor recreation* activities to the public on a rural property on Kirby Creek Road in Shirley. The subject property is located in the vicinity of the Shirley community hall and fire station and to an existing commercial area. The proposal included a comprehensive land use analysis, plans conceptualizing a venue that includes fishing ponds, disc golf and archery, as well as a provincial permit to authorize a trout pond. The proposed zone regulations would limit the area devoted to the use to less than half of the 4.1 ha property. Other than the new *outdoor recreation* and accessory *convenience store* uses, the proposed RU2-R zone is similar to the current RU2 zone and is consistent with Shirley-Jordan River OCP policies and the Coastal Uplands land use designation. Referral comments received, including a recommendation of support for the application from the Shirley-Jordan River APC, suggest that the scale is in keeping with the *low-impact recreation* use supported by the OCP.

Based on the proposal, comments received, and the policies of the Shirley – Jordan River OCP, staff recommend that proposed Bylaw No. 4764 be read a first, second and third time and that Bylaw No. 4764 proceed to a public hearing.

CONCLUSION

The purpose of Bylaw No. 4764 is to rezone the 4.1 ha subject property from the Rural 2 (RU2) zone to a new Rural 2 – Recreation (RU2-R) zone to permit an *outdoor recreation* venue and an accessory *convenience store*. Based on the information provided and the referral comments received, staff recommend that the referral be approved, that comments be received, that Bylaw No. 4764 be read a first and second time, and that a Public Hearing with respect to the Bylaw be held by the Electoral Area Director.

RECOMMENDATION

The Land Use Committee recommends to the Capital Regional District Board:

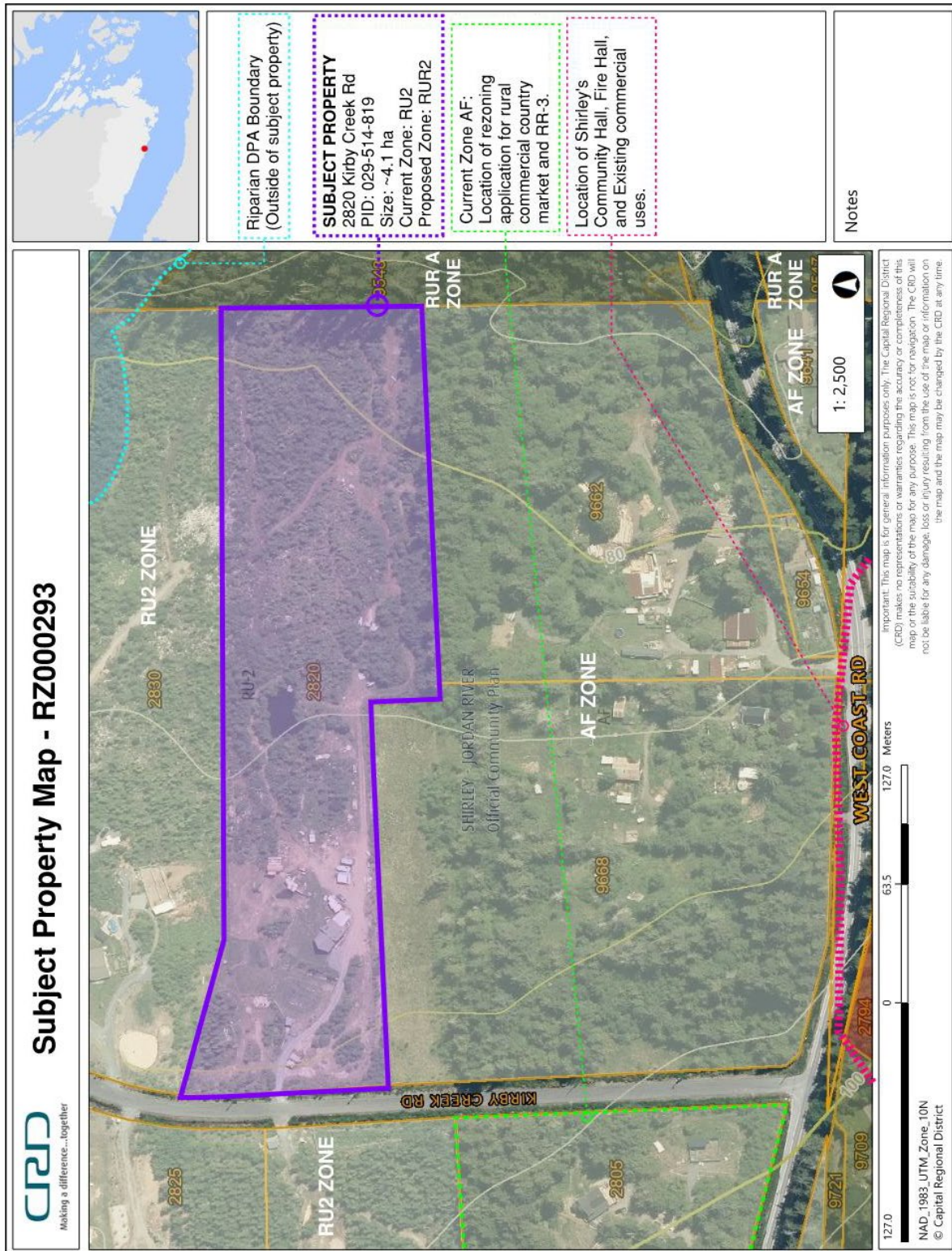
1. That the referral of proposed Bylaw No. 4764, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 170, 2026", to the Shirley-Jordan River Advisory Planning Commission, CRD departments, First Nations and external agencies be approved and comments be received;
2. That proposed Bylaw No. 4764 be read a first and second time; and
3. That in accordance with the provisions of Section 469 of the *Local Government Act*, the Director of the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4764.

Submitted by:	Iain Lawrence, RPP, MCIP, Senior Manager, Juan de Fuca Administration
Concurrence:	Stephen Henderson, MBA, P.G.Dip.Eng, BSc, General Manager, Electoral Area Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Subject Property Map
- Appendix B: Current Rural 2 (RU2) Zone
- Appendix C: Related Coastal Uplands Policies – Shirley Jordan River OCP
- Appendix D: Proposed Bylaw No. 4764
- Appendix E: Supplementary Application Information
- Appendix F: Referral Comments

Appendix A: Subject Property Map



Appendix B: Current Rural 2 (RU2) Zone

Schedule "A" of Capital Regional District Bylaw No. 2040
Juan de Fuca Land Use Bylaw

3A.0 RURAL 2 ZONE – RU2

Bylaw 4259

3A.01 Permitted Principal Uses & Buildings

In addition to the uses permitted by Section 4.15 of Part 1 of this Bylaw, the following uses and no others shall be permitted by the Rural 2 RU2 Zone:

- (a) Agriculture;
- (b) Farm Buildings on Farms;
- (c) Residential;
- (d) One-family Dwelling.

3A.02 Permitted Accessory Uses

- (a) Accessory buildings and structures ancillary to a permitted use pursuant to Part 1, section 4.01;
- (b) Secondary Suite pursuant to Part 1, Subsection 4.19;
- (c) Detached Accessory Suite pursuant to Part 1, Subsection 4.20;
- (d) Home Based Business Categories One, Two and Three;
- (e) Two Boarders or Lodgers;
- (f) One recreation vehicle may be permitted in conjunction with a permitted residential use on a lot, which may be used but not rented for the temporary accommodation of guests or visitors;
- (g) Composting of waste generated on-site.

3A.03 Minimum Parcel Size for Subdivision Purposes

- (a) The minimum lot size is 4 ha.

3A.04 Density

- (a) One one-family dwelling per lot is permitted.
- (b) One secondary suite or one detached accessory suite per lot is permitted.
- (c) Farm buildings and structures shall not exceed a total floor area 1,000m².
- (d) Residential buildings and structures shall not exceed a total floor area of 418 m².

3A.05 Height

- (a) The maximum height of principal buildings is 11 m.

3A.06 Lot Coverage

- (a) The maximum lot coverage shall be 10%.

3A.07 Yard Requirements

- (a) Residential buildings and structures shall be set back a minimum of:
 - a. 7.5 m from the front lot line;
 - b. 6 m from side lot lines;
 - c. 10 m from the rear lot line; and
 - d. 6 m CTS from flanking lot lines.
- (b) Except for grazing of livestock and growing of agricultural crops, agricultural uses and farm buildings shall be set back a minimum of:
 - a. 30 m from the front lot line;
 - b. 15 m from side, rear and flanking lot lines.

Schedule "A" of Capital Regional District Bylaw No. 2040
Juan de Fuca Land Use Bylaw

3A.08 Watercourse Setbacks

- (a) Agricultural uses and farm buildings and structures shall be a minimum of 15 m from the natural boundary of a watercourse.

3A.09 Definitions

- (a) For the purpose of the RURAL 2 zone – RU2, the following definitions apply:

Agriculture means the growing, rearing, producing or harvesting agricultural crops or livestock; apiculture; horticulture; silviculture; the use and storage of associated farm machinery, implements and agricultural supplies; includes the ancillary sale, storage and processing on a parcel of the primary products harvested, reared or produced on that parcel; excludes intensive agriculture, intensive agriculture – medical marihuana, licenced cannabis production pursuant to the *Cannabis Act*, kennels, aquaculture, growing of mushrooms within a building and the permanent confinement of livestock or animals of any kind within a building.

Farm Building means a structure which does not contain a residential occupancy and is: i) associated with and located on land devoted to the practice of farming; and ii) used essentially for the housing of agricultural crops or equipment or livestock including storage and processing of agricultural products produced on site; but excludes abattoirs, indoor equestrian riding arenas, and buildings for the permanent confinement of livestock or animals of any kind.

Appendix C: Related Coastal Uplands Policies – Shirley Jordan River OCP

[\(Page 84 of the Shirley-Jordan River OCP\)](#)

403 Coastal Upland Land Use Designation

The intent of the Coastal Upland land use designation is to support the continued use of these lands for forestry. Lands in this designation consist primarily of *parcels* enrolled in the PMFL program or zoned for forestry uses. If lands are removed from the PMFL program, then land uses such as low-impact recreation and low-impact tourism are supported. Community parks, single-family residential, and agriculture are also supported in this designation.

[\(Page 109 of the Shirley-Jordan River OCP\)](#)

484 Policies for Development and Local Economy

- P. For lands designated as Coastal Upland on Schedule B, a density of one *parcel*/per 4 hectares and one dwelling per *parcel*/is supported.
- Q. On lands designated Coastal Upland, low impact tourism uses such as wilderness lodges and guiding camps are supported on lands removed from the PMFL program.
- S. On lands designated Coastal Upland or Renewable Resource, only those industrial uses associated with forestry and mining are acceptable.

Appendix D: Proposed Bylaw No. 4764

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 4764**

A BYLAW TO AMEND BYLAW NO. 2040, THE "JUAN DE FUCA LAND USE BYLAW, 1992"

The Capital Regional District Board, in open meeting assembled, enacts as follows:

1. Bylaw No. 2040 being the "Juan de Fuca Land Use Bylaw, 1992" is hereby amended as follows:

A. SCHEDULE A, PART 1, SECTION 2 – DEFINITIONS

- (a) By deleting the definition of RURAL ZONE and replacing it with a new definition as follows:

"RURAL ZONE means A, AG, AG-1, AF, AW, RL, RU2, RU2-R;"

B. SCHEDULE A, PART 1, SECTION 3.07

- (a) By adding the words "RU2-R Rural 2 – Recreation Zone" below the words "RU2 Rural 2 Zone"

C. SCHEDULE A, PART 2 - ZONING DISTRICTS

- (a) By adding the new section 3C.0 Rural 2 – Recreation Zone – RU2-R as follows:

3C.0 RURAL 2 – RECREATION ZONE – RU2-R

3C.01 Permitted Principal Uses

In addition to the uses permitted by Section 4.15 of Part 1 of this Bylaw, the following uses and no others shall be permitted by the Rural 2 – Recreation RU2-R Zone:

- (a) Agriculture;
- (b) Farm Buildings on Farms;
- (c) Residential;
- (d) One-family Dwelling;
- (e) Outdoor Recreation.

3C.02 Permitted Accessory Uses

In addition to the uses permitted by Section 3C.01 of Part 2 of this Bylaw, the following Accessory Uses in conjunction with a permitted Principal Use and no others shall be permitted:

- (a) Accessory buildings and structures ancillary to a permitted use pursuant to Part 1, Section 4.01;
- (b) Secondary Suite pursuant to Part 1, Subsection 4.19;
- (c) Detached Accessory Suite pursuant to Part 1, Subsection 4.20;
- (d) Home Based Business Categories One, Two and Three;
- (e) Two Boarders or Lodgers;
- (f) One recreation vehicle may be permitted in conjunction with a permitted residential use on a lot, which may be used but not rented for the temporary accommodation of guests or visitors;
- (g) Composting of waste generated on-site;
- (h) Convenience Store accessory to the Outdoor Recreation Principal Use;

3C.03 Minimum Parcel Size for Subdivision Purposes

- (a) The minimum lot size is 4 ha.

3C.04 Density

- (a) One one-family dwelling per lot is permitted.
(b) One secondary suite or one detached accessory suite per lot is permitted.
(c) Farm buildings and structures shall not exceed a total floor area of 1,000 m².
(d) Residential buildings and structures shall not exceed a total floor area of 418.0 m².
(e) Outdoor recreation uses and related accessory uses and buildings must occupy less than 50% of the parcel area.
(f) One convenience store accessory to outdoor recreation:
i) Notwithstanding the maximum floor area stipulated by the "Convenience Store" definition in Section 2.0 of Part 1 of this Bylaw, the maximum floor area shall not exceed a total floor area of 90.0 m², in addition to the maximum total combined floor area for accessory buildings stipulated by Section 4.01 (c) of Part 1 of this Bylaw.

3C.05 Height

- (a) The maximum height of principal buildings and structures is 11.0 m.

3C.06 Lot Coverage

- (a) The maximum lot coverage shall be 10.0%.

3C.07 Yard Requirements

- (a) Residential buildings and structures shall be set back a minimum of:
i) 7.5 m from the front lot line;
ii) 6.0 m from side lot lines;
iii) 10.0 m from the rear lot line; and
iv) 6.0 m CTS from flanking lot lines.
(b) Except for grazing of livestock and growing of agricultural crops, agricultural uses, and farm buildings shall be set back a minimum of:
i) 30.0 m from the front lot line;
ii) 15.0 m from side, rear and flanking lot lines.
(c) Except for, Outdoor Recreation Principal and Accessory Uses including a Convenience Store shall be set back a minimum of:
i) 30.0 m from the front lot line;
ii) 10.0 m from side, rear and flanking lines.
(d) Except for parking spaces and areas apart of the Outdoor Recreation Use shall be set back a minimum of:
i) 7.5 m from the front lot line;
ii) 1.5 m from side lot lines;
iii) 10.0 m from the rear lot line; and
iv) 7.5 m CTS from flanking lot lines.

3C.08 Watercourse Setbacks

- (a) Agricultural uses and farm buildings and structures shall be a minimum of 15.0 m from the natural boundary of a watercourse.

CRD Bylaw No. 4764

3

3C.09 Definitions

- (a) For the purpose of the Rural 2 – Recreation RU2-R Zone, the following definitions apply:

Agriculture means the growing, rearing, producing or harvesting agricultural crops or livestock; apiculture; horticulture; silviculture; the use and storage of associated farm machinery, implements and agricultural supplies; includes the ancillary sale, storage and processing on a parcel of the primary products harvested, reared or produced on that parcel; excludes intensive agriculture, intensive agriculture – medical marihuana, licensed cannabis production pursuant to the Cannabis Act, kennels, aquaculture, growing of mushrooms within a building and the permanent confinement of livestock or animals of any kind within a building.

Farm Building means a structure which does not contain a residential occupancy and is: i) associated with and located on land devoted to the practice of farming; and ii) used essentially for the housing of agricultural crops or equipment or livestock including storage and processing of agricultural products produced on site; but excludes abattoirs, indoor equestrian riding arenas, and buildings for the permanent confinement of livestock or animals of any kind.

Outdoor Recreation means a use providing outdoor facilities for recreation activities, where patrons are the primary participants; and without limiting the generality of the foregoing includes non-motorized multiuse trails, hiking, picnic areas, fishing, archery, and disc golf establishments.

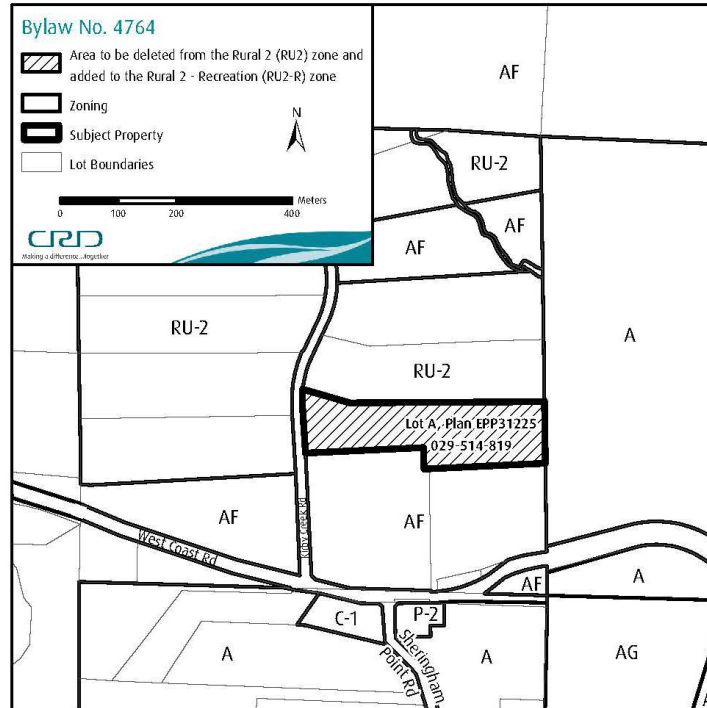
D. SCHEDULE B, ZONING MAPS

- (a) By deleting Lot A, District Lot 87, Renfrew District, Plan EPP31225 from the Rural 2 Zone – RU2 and adding it to the Rural 2 – Recreation RU2-R Zone as shown on Plan No. 1.

CRD Bylaw No. 4764

4

Plan No. 1 of Bylaw No. 4764, an amendment to Bylaw No. 2040



2. This Bylaw may be cited as "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 170, 2026".

READ A FIRST TIME THIS	day of	2026
READ A SECOND TIME THIS	day of	2026
READ A THIRD TIME THIS	day of	2026
ADOPTED THIS	day of	2026

CHAIR

CORPORATE OFFICE

Appendix E: Supplementary Application Information

Land Use Analysis



Danaca Consulting
2554 Sooke River Road
Sooke, BC V9Z 0X8
Tel: 250.588.8208
danacaconsulting@gmail.com

February 9, 2026

Juan de Fuca Planning Department
Capital Regional District
3-7450 Butler Road
Sooke, BC V9Z 1N1

Dear Mr. Lawrence,

Subject: Rationale for Rezoning Request at 2820 Kirby Creek Road

On behalf of our client, we are submitting this request for rezoning 2820 Kirby Creek Road from Rural 2 Zone - RU2 to a new zone Rural 2 Recreation Zone – RU-2R. The proposed rezoning to allow low-impact outdoor recreation on the 4.05-hectare parcel at 2820 Kirby Creek Road seeks to align permitted neighbourhood land uses with the site's physical characteristics, the intent of the Official Community Plan, and opportunities to deliver meaningful community benefits. The vision emphasizes low impact, family-oriented, and environmentally compatible outdoor recreational activities.

Background

The subject property at 2820 Kirby Creek Road is 4.05 hectares (10.01 acres). The lot is Rural 2 Zone RU2, is within the Coastal Upland designation Shirley – Jordan River Official Community Plan (OCP), Bylaw No. 4001. The parcel is within the Shirley Fire Protection Service Area, but outside a community water service area. The property contains a one-family dwelling unit that is serviced by a well and septic system. Adjoining And nearby

There is a 5 m wide easement, registered in favour of the Ministry of Transportation and Transit, on the southern property line that drains surface water runoff. It is expected that the proposed rezoning and subsequent development will not impact the easement. There are no watercourses on the property however there is a small ravine slope buffer zone (50 sq m) in the northeast corner of the property and a Riparian Areas Protection Regulation buffer on the bordering property. It is expected that the proposed rezoning and subsequent development will not impact this riparian area as all current applicable

Land Use Analysis

setbacks will be maintained. The property has approximately 10 m drop in elevation from the northwest to the southeast over its approximate 185 m length. The surface water generally flows southeast.

Statement of Proposed Use

The applicant proposes to rezone the subject property to permit low-impact recreational use in support of a small-scale, locally run family business offering outdoor activities aligned with the site's natural character and the Shirley–Jordan River OCP vision for Coastal Uplands.

Planned recreational components include:

- Three (3) man-made rainbow trout ponds for u-catch recreational fishing. The existing pond is approximately 370 sq m and is, at its' maximum, 3 m deep. Future ponds would be the same size or larger, to approximately 750 sq m and the same maximum depth (3 m). The ponds will be lined. Rainfall and overland flows will be used to fill the ponds as using trucked water is cost prohibitive.
- An archery range featuring low-speed, instructional longbow use intended for newcomers and supervised small group lessons.
- A 9-hole disc golf course designed with careful trail integration to ensure slow play and safety, targeting youth and family engagement.
- A mowed open field area supporting low-impact field games such as cornhole, bocce, croquet, tag, and badminton.

This facility will operate as a "mom-and-pop" style venture, gradually developing in phases with minimal disruption to surrounding properties. The atmosphere is envisioned as informal and family-friendly, with the primary ambient sound being laughter and social enjoyment.

Site services and infrastructure will include:

- Gravel parking for up to 10 vehicles.
- Public toilets with VIHA-approved septic systems.
- Small accessory storage shed(s).
- A small concession kiosk/pavilion offering supplementary items such as pre-packaged snacks, bottled drinks, bait, lures, Frisbees, and apparel to support recreational activities. The floor area for the accessory retail store use will be a maximum of 90 m².
- Water for recreational users (i.e. toilets) supplied entirely via truck and stored in on-site tanks with no impact to domestic or ground water systems.

Target user groups include families, school and educational programs, outdoor enthusiasts, and residents. The project is expected to enhance safe, nature-based tourism and community recreation opportunities in the Shirley and Juan de Fuca region.

Land Use Analysis

Rationale for Zone

This request aligns with zoning best practices that support place-based rural tourism and outdoor activity and would be enabled through rezone to a zone tailored to low-impact outdoor recreation combined with residential use. The zone allows the principal and accessory uses of the existing and neighbouring RU2 but layers low impact outdoor recreation as a principal use, and concession and parking as permitted accessory uses.

- **Site-specific suitability:** The site features seasonal surface water flow, abundant low-elevation drainage, and no watercourses. These conditions are ideal for low impact outdoor recreation without disruption to sensitive ecological systems.
- **OCP Alignment:** The Shirley-Jordan River OCP supports outdoor recreation as part of the “Coastal Uplands” land designation and encourages uses that promote wellness, local tourism, and environmental education.
- **Existing precedents:** Immediately adjacent land uses include a Girl Guides camp, Shirley Delicious, Shirley Fire Department, residential uses, and forestry/sawmill operations, all of which affirm the area’s mixed rural character and compatibility with family-oriented outdoor recreation.

Conclusion

The requested rezoning will support local economic development by expanding recreational offerings within “downtown” Shirley. This proposal enhances access to safe, family-friendly outdoor activities that complement the growing tourism sector in the Shirley and Juan de Fuca region. It offers both residents and visitors a welcoming, well-managed setting to experience and appreciate the unique natural and cultural character of Shirley.

We appreciate your consideration and would be pleased to provide any further information required.

Sincerely,

Laura Hooper

Laura Hooper M.Sc. P. Ag.

Principal



Provincial Permit
(Trout Fishing Ponds)

PERMIT

34720-20

WILDLIFE ACT
PERMIT NA25-1008376

PERMIT HOLDER	2820 Kirby Creek Road
---------------	----------------------------------

IS AUTHORIZED UNDER s. 2.1 (2) of the Permit Regulation, B.C. Reg. 253/2000

TO	Transport in British Columbia, rainbow trout from a licenced aquaculture facility to the pond* located at 2820 Kirby Creek Rd, Shirley, BC, PID 029-514-819 LOT A District LOT 87 RENFREW DISTRICT PLAN EPP 31225 and to hold rainbow trout in that pond. *See Section 2.1 on page 3 for definition of pond.
----	--

SUBJECT TO THE FOLLOWING:

TERMS OF PERMIT	1. This permit is only valid for the rainbow trout pond located at 2820 Kirby creek rd, Shirley, BC, PID 029-514-819 LOT A District LOT 87 RENFREW DISTRICT PLAN EPP 31225 . 2. The permit holder must comply with all laws applicable to the activities carried out under this permit. 3. The pond must not be used for commercial aquaculture. 4. The pond must be a CLOSED SYSTEM that is NOT connected to a natural watercourse in any way. 5. Rainbow trout held in the pond must not be able to escape to tidal or non-tidal waters if the pond overflows or is flooded. 6. The permit holder must take all reasonably necessary steps to ensure that public safety is not jeopardized, and fish or wildlife habitat is not damaged by any action taken under authority of this permit. 7. The permit holder must ensure that the fish are treated in a humane manner and are not subjected to any unnecessary harm or suffering. 8. The permit holder must transport the fish only by the most direct route from the licenced facility to the pond. 9. The permit holder must not release to public waters, water from any shipping container used to transport the fish. 10. The permit holder must provide at his or her own expense, for disease control, any prophylactic treatment for the fish or fish eggs that is prescribed by an Officer under the <i>Wildlife Act</i>.
COMPLIANCE ADVISORY	Failure to comply with any term of this permit is an offence under the <i>Wildlife Act</i> , and may result in any or all of prosecution, suspension of the permit, cancellation of the permit, ineligibility for future permits, and denial of future permit requests.
PERIOD OF PERMIT	This permit is only valid from December 15, 2025 to December 14, 2030
DATE OF ISSUE	December 15, 2025
SIGNATURE OF ISSUER	 Sean Pendergast Deputy Regional Manager Recreational Fisheries & Wildlife Programs West Coast Region 

ADVISORY

Provincial Permit
(Trout Fishing Ponds)

PERMIT NA25-1008376

GENERAL

- It is the permit holder's responsibility to be aware of all applicable laws and the limits of this permit. For example, this permit does not give the permit holder authority to access or travel through any private land without permission from the landowner.
- The Province is not liable for any illness contracted through wildlife handling. It is the responsibility of the permit holder to inform themselves of possible health hazards, and to ensure that all reasonably necessary safety measures are undertaken.
- If applicable, the permit holder is responsible for renewing this permit. The issuer is not obliged to send a reminder notice.

LEGISLATION

Below is a non-exhaustive list of provisions under the *Wildlife Act* and regulations that are relevant to this permit. It is the permit holder's responsibility to be aware of any provisions under the *Wildlife Act* or regulations that may apply to this permit.

Wildlife Act

Documents not transferable

- 81** Except as authorized by regulation or as otherwise provided under this Act, a licence, permit or limited entry hunting authorization is not transferable, and a person commits an offence if the person
- (a) allows his or her licence, permit or limited entry hunting authorization to be used by another person, or
 - (b) uses another person's licence, permit or limited entry hunting authorization.

Failure to pay fine

- 85** (1) This section applies if a person
- (a) fails to pay, within the time required by law, a fine imposed as a result of the person's conviction for an offence under this Act or the *Firearm Act*, and
 - (b) has been served with notice of this section.
- (2) In the circumstances referred to in subsection (1),
- (a) the person's right to apply for or obtain a licence, permit or limited entry hunting authorization under this Act is suspended immediately and automatically on the failure to pay the fine,
 - (b) all licences, permits and limited entry hunting authorizations issued to that person under this Act are cancelled immediately and automatically on the failure to pay the fine,
 - (b.1) the person must not apply for employment as an assistant guide,
 - (b.2) the person must not guide as an assistant guide, and
 - (c) the person commits an offence if, before that fine is paid, the person
 - (i) applies for, or in any way obtains, a licence, permit or limited entry hunting authorization under this Act,
 - (ii) does anything for which a licence, permit or limited entry hunting authorization under this Act is required,
 - (iii) applies for employment as an assistant guide, or
 - (iv) guides as an assistant guide.

Proof of identity and authorization

- 97** (1) In this section, "**authorization**" means a licence, permit or limited entry hunting authorization issued under this Act.
- (2) Subject to subsection (5), a person who is required to hold an authorization must, on the request of an officer,
- (a) state the person's name and address,
 - (b) produce prescribed photo identification, and
 - (c) demonstrate in accordance with subsection (3) that the person holds the authorization.
- (3) A person may demonstrate that the person holds an authorization by
- (a) producing the authorization, or
 - (b) unless the regulations require that the original authorization be produced,
 - (i) producing a legible copy of the authorization, or
 - (ii) if authorized by the regulations, stating a number assigned to the person by the director as an identification number for the person.

**Provincial Permit
(Trout Fishing Ponds)**

- (4) Subject to subsection (5), a person who would be required to hold a licence or permit issued under this Act were the person not exempt under section 11 (9) or 12 (b) must, on the request of an officer,
- (a) state the person's name and address, and
 - (b) produce prescribed photo identification.
- (5) Subsections (2) (b) and (4) (b) do not apply to a person in a prescribed class of persons.
- (6) A person who contravenes subsection (2) or (4) commits an offence.

Permit Regulation

Rainbow trout ponds

- 2.1 (1) In this section "pond" means an artificially created pool of water
- (a) that is a closed-system for holding rainbow trout,
 - (b) that is not connected to a natural watercourse,
 - (c) from which rainbow trout cannot escape to tidal or non-tidal waters if the pond overflows, and
 - (d) that is not used for commercial aquaculture.

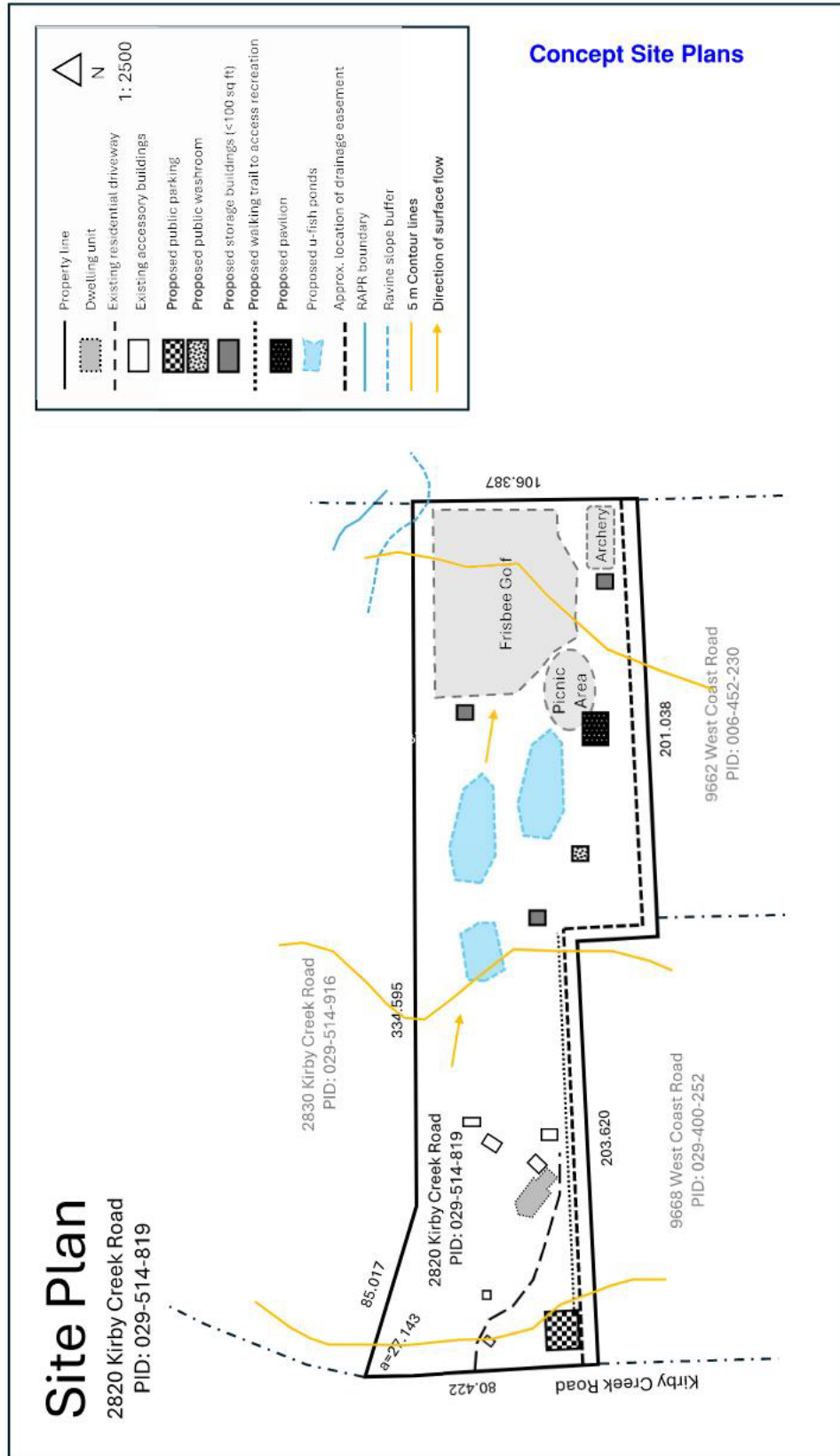
General offence – failure to comply with permit

8 A person who holds a permit under the Act or this regulation commits an offence if the person fails to comply with a term of the permit.

Wildlife Act General Regulation

Proof of identity

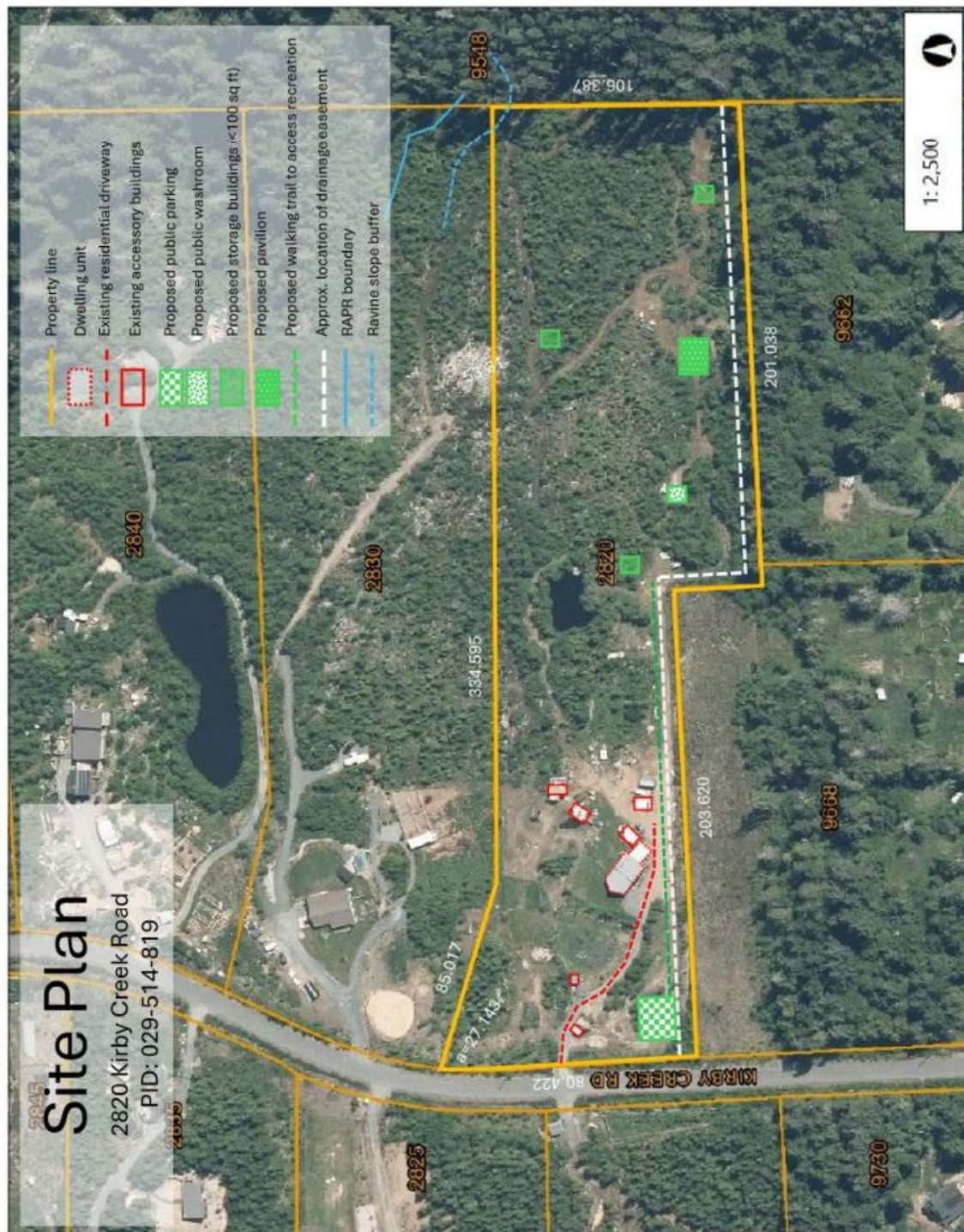
- 21.01 (1) For the purposes of section 97 (2)(b) and (4)(b) of the Act, the following photo identification is prescribed:
- (a) valid photo identification issued to a person by any of the following:
 - (i) the government of Canada;
 - (ii) the government of a province or territory, or an agent of the government of a province or territory, in which the person has a current address;
 - (iii) the Nisga'a Nation, if the person is a Nisga'a citizen;
 - (iv) a treaty first nation, if the person is a treaty first nation member of the treaty first nation;
 - (b) in the case of a person who is a non-resident alien, valid photo identification in the form of
 - (i) valid photo identification in the form of
 - (A) a passport, or
 - (B) a driver's licence issued to the person by a foreign jurisdiction in which the person has a current address, or
 - (ii) a copy of a photo identification referred to in subparagraph (i) that has been certified as a true copy by
 - (A) a lawyer, or
 - (B) a notary who is a member in good standing under the *Notaries Act*
 - (c) in any case, a valid NEXUS card.
- (2) For the purposes of section 97 (5) of the Act, persons under 16 years of age are prescribed as exempt from the requirement to produce photo identification.



Concept Site Plans



Concept Site Plans



Appendix F: Referral Comments



PO Box 307, Sooke B.C., V9Z 1G1
Ph.: 250 642-3957 Fax: 250 642-7808

3 June 2026

RE: Zoning Amendment Application RZ000293 - CRD Referral (Shirley)

Proponent File #: RZ000293

TFN File #: TFN00333

Dear Darren,

Thank you for the opportunity to review the Juan de Fuca Electoral Area rezoning application (RZ000293) for 2820 Kirby Creek Road. T'Sou-ke Nation has reviewed the referral materials provided, including the staff report, conceptual site plans, and supporting documentation related to the proposed outdoor recreation use, including fishing ponds, trails, and accessory facilities.

T'Sou-ke Nation acknowledges that the proposal is intended to support low-impact outdoor recreation activities within a rural setting, consistent with the Coastal Uplands designation, and that development is anticipated to occupy a limited portion of the 4.1 ha property. While this approach is noted, the Nation provides the following comments to support meaningful consultation and to ensure that potential impacts to archaeological, environmental, and cultural values are appropriately addressed:

Archaeological and Cultural Considerations

- Given the scale of the site and the potential for below-ground disturbance associated with site preparation, installation of fishing ponds, servicing, trails, and ancillary works, T'Sou-ke Nation must be notified immediately if any archaeological materials or features are encountered during construction activities.
- T'Sou-ke Nation requests the opportunity for T'Sou-ke Guardians to be present onsite during any ground-disturbing activities, particularly during initial site preparation phases. Please provide advance notice prior to construction to facilitate coordination.
- While the proposal appears to emphasize low-impact outdoor uses, the potential for intact subsurface deposits remains. Given the coastal context and proximity to culturally sensitive areas, undocumented archaeological resources may be present.
- If any ground disturbance, trenching, pond excavation, or tree removal is proposed, an Archaeological Impact Assessment (AIA) should be completed in advance. Reliance on chance-find procedures alone is not considered sufficient in areas of elevated archaeological potential.



PO Box 307, Sooke B.C., V9Z 1G1
Ph.: 250 642-3957 Fax: 250 642-7808

Environmental Protection and Site Design

- Care should be taken to ensure that all recreational features—including trails, fishing ponds, picnic areas, and accessory facilities—are appropriately sited to avoid sensitive environmental areas, including steep slopes, riparian zones, and coastal processes.
- Sediment and erosion control measures must be implemented and maintained throughout all phases of development to prevent runoff into nearby waterways, including Kirby Creek, particularly given the drainage right-of-way and connection to surrounding aquatic systems.
- T'Sou-ke Nation recommends maintaining a vegetative buffer along the eastern property boundary to limit runoff impacts to nearby waterways and reduce disturbance to adjacent uses. A strong preference is given to the retention and planting of indigenous/native species.
- All contractor vehicles and equipment must arrive onsite clean and free of soil and plant material to minimize the risk of introducing or spreading invasive species.

Aquatic Systems and Pond Management

- The proposal includes the development of fishing ponds; therefore, T'Sou-ke Nation requests a management plan for dredged materials and pond effluent. Disposal methods must be clearly outlined. High nutrient loads from dredging or pond maintenance activities have the potential to negatively impact surrounding ecosystems if not properly managed.
- Appropriate best management practices for water quality, fish habitat, and wastewater handling must be implemented to prevent contamination of soils and nearby watercourses.

Monitoring and Reporting

- Any spill reports or environmental incident reports generated during construction or operation should be provided to T'Sou-ke Nation within ten (10) days of occurrence.
- Ongoing monitoring of erosion, water quality, and site stability should be undertaken and shared with the Nation upon request.

Ecological and Cultural Stewardship

- T'Sou-ke Nation would welcome the opportunity to collaborate on the use of native plant species for any landscaping or restoration areas associated with the development. Incorporating indigenous species supports biodiversity and aligns with the cultural landscape of the territory.
- Development should remain consistent with low-impact principles to ensure that the cultural and ecological integrity of the area is maintained over the long term.



PO Box 307, Sooke B.C., V9Z 1G1
Ph.: 250 642-3957 Fax: 250 642-7808

Conclusion

T'Sou-ke Nation recognizes the applicant's intent to pursue a low-impact recreational use of the property. However, careful attention to archaeological protection, aquatic system management, invasive species prevention, and environmental stewardship will be essential to ensuring that impacts to the land and waters remain minimal and respectful of their cultural and ecological significance.

T'Sou-ke Nation remains available to engage further as the application progresses and looks forward to continued consultation. Should you have any questions or require further clarification following this review, please direct correspondence to Eva Shaffer, at landsmanager@tsoukenation.com or 250-642-3957 ext. 227.

Sincerely,

Eva Shaffer

Eva Shaffer
Lands Governance Director, T'Sou-ke First Nation
250-642-3957 ext.227
landsmanager@tsoukenation.com

From: [Mann, Elaine](#)
To: [Wendy Miller](#)
Cc: [Design, SVI](#)
Subject: FW: [External] RE: Zoning Amendment Application RZ000293 - CRD Referral (Shirley)
Date: Thursday, April 23, 2026 7:43:52 AM
Attachments: [REFERRAL-FORM-AGENCIES-RZ000293.pdf](#)
[STAFFRPT-LUC-REFERRAL-RZ000293.pdf](#)

Good morning Wendy

Thank you for your email and attachments.

BC Hydro Property Rights Services has no objection in principle to the proposed rezoning.

In the event that the BC Hydro Field Operations' Distribution Engineering & Design Department in South Vancouver Island wishes to comment, their response will be provided to you under separate cover.

Regards,

Elaine Mann (She/Her) | Property Coordinator,
Property Rights Services Department
Properties Division

BC Hydro
400 Madsen Road
Nanaimo, BC V9R 5M3
T 250-755-7169
E elaine.mann@bchydro.com

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www.bchydro.com

Smart about power in all we do.

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From: [Toews, Mary WLRS:EX](#)
To: [Wendy Miller](#)
Subject: Re: Zoning Amendment Appl RZ000293 2820 - CRD Referral in Shirley
Date: Thursday, May 28, 2026 11:55:50 AM

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

Good morning,

I have reviewed this referral and do not object subject to conditions below:

- Survey property for any natural streams or wetlands prior to developing ponds, to ensure adequate protection under the RAPR and Water Sustainability Act and to ensure no connectivity to streams, as per Wildlife Act permit.
- The application is within a 50km x 50km UTM grid unit that has been denoted as containing a critical habitat feature (bat hibernacula), as outlined in the Federal Recovery Strategy for the little brown myotis and Northern myotis (<https://www.canada.ca/en/environment-climate-change/services/species-risk-public-registry/recovery-strategies/little-brown-myotis-2018.html#toc10>). Note that this is a partial identification of critical habitat as more information is still needed. The precise location of the hibernacula is not publicly available. The Federal recovery Strategy notes:
 - “Hibernacula are used by Little Brown Myotis, Northern Myotis, and Tri-colored Bat to survive when ambient temperatures decline and insects are unavailable, and as such are necessary for the survival and recovery of these species.”
 - “Hibernacula for these species are subterranean features, such as caves, abandoned mines, hand-dug wells, cellars, tunnels, rock crevices or tree root hollows where light and noise levels are low”
 - Follow standard environmental best practices and report any bat sightings during works to the Ministry. If there is potential to affect habitat as described above, the Conservation Data Centre can check to confirm whether your application/proposed works are in the vicinity of a known hibernacula and a Qualified Environmental Professional must advise on next steps.
- The federal Migratory Bird Convention Act (MBCA) and/or the BC Wildlife Act trigger protection for bird nests and eggs. Avoid tree and vegetation clearing in the peak nesting window (see below; late-March - Mid-August) and survey for early nesters (e.g. bald eagle, great-horned owl, northern saw-whet owl) protected under the Wildlife Act is potential habitat impacts from mid-January to mid-August. MBCA Schedule 1 bird nests are protected year round as well as a designated waiting period (e.g., Pileated woodpecker waiting period 36 months).
 - **ECCC Nesting Windows**
 - <https://www.canada.ca/en/environment-climate-change/services/avoiding-harm-migratory-birds/general-nesting-periods/nesting-periods.html>
 - **Guidelines for Raptor Conservation during Urban and Rural Land Development in British Columbia (2013) (PDF):**
 - <https://www2.gov.bc.ca/assets/gov/environment/natural-resource->

[stewardship/best-management-practices/raptor_conservation_guidelines_2013.pdf](#)

- **Guidelines to avoid harm to migratory birds**
- <https://www.canada.ca/en/environment-climate-change/services/avoiding-harm-migratory-birds/reduce-risk-migratory-birds.html>

Mary Toews
Senior Ecosystem Biologist, WCR, WLRS

From: [Veitch, Jennifer WLRS:EX](#)
To: [Wendy Miller](#)
Cc: [Doyle, Jessica WLRS:EX](#)
Subject: RE: Zoning Amendment Application RZ000293 - CRD Referral (Shirley)
Date: Friday, April 24, 2026 4:34:18 PM
Attachments: [image002.png](#)

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

Good afternoon Wendy,

On behalf of the Ministry of Water Lands and Resources Stewardship – Water Authorization Science and Monitoring Branch (Previously Water Protection), there are no anticipated impacts to groundwater in the area as a result of the proposed change in zoning.

The new zoning allows for outdoor recreation but does not allow for additional density or residential uses of groundwater that would not have already been covered in the original zoning. In the future, if the applicant desired a well for their commercial operation, we would have the opportunity to evaluate the groundwater usage via their license application.

Thank you for the opportunity for input,

Cheers,



Jennifer Veitch E.I.T., B.Sc.
(she/her/hers)
Groundwater Technician, West Coast Region
Ministry of Water, Lands, and Resource Stewardship
2080 Labieux Rd, Nanaimo V9T 6J9

I respectfully acknowledge that I live, work and play on the traditional territory of the Coast Salish People including Snuneymuwx, Snaw-naw-as, and Stz'uminus Nations. I honour their connection to the land, water, and all living things and am grateful to live in this beautiful place.



BRITISH
COLUMBIA

Ministry of Transportation
and Transit

**DEVELOPMENT SERVICES
PRELIMINARY BYLAW
COMMUNICATION**

Your File #: RZ000293
PASport File 2026-02022
Date: Jun/17/2026

Capital Regional District
c/o Wendy Miller
3 - 7450 Butler Road
Sooke, British Columbia V9Z 1N1

Attention: Wendy Miller

**Re: Proposed Bylaw for Lot A, District Lot 87, Renfrew District, Plan EPP31225;
PID: 029-514-819 to rezone from Rural 2 (RU2) to Rural 2 – Recreation (RU2-R)**

The subject property does not fall within Section 52 of the Transportation Act and will not require formal approval from the Ministry of Transportation and Transit.

Preliminary Approval is granted for the rezoning for one year, subject to the following conditions:

- The applicant shall obtain a Commercial Access Permit from the Ministry of Transportation and Transit for access to the subject property.
- The statutory right-of-way (CA4276886) registered in favour of the Ministry of Transportation and Transit shall remain unobstructed. No development or site alteration shall occur within the right-of-way area that would interfere with its drainage function or impede Ministry access for maintenance and operational purposes without prior written approval from the Ministry of Transportation and Transit.

If you have any questions, please feel free to email Anya Mikes at anya.mikes@gov.bc.ca.

Yours truly,

Anya Mikes
Development Services Officer

Local District Address
Southern Vancouver Island Area 240-4460 Chatterton Way Victoria, British Columbia V8X 5J2 Canada Phone: (250) 952-4515 Fax: (250) 952-4508

H1183P (2026/03)

Page 1 of 1

From: [Shauna Huculak](#)
To: [Wendy Miller](#)
Cc: [Sandra Allen](#); [Pamela Nall](#)
Subject: Re: Zoning Amendment Application RZ000293 - LUC Referral (Shirley)
Date: Thursday, May 07, 2026 1:17:59 PM

Hi Wendy, pls see below:

A search of the *Remote Access to Archaeological Data* (RAAD) managed by the BC Archaeology Branch (Ministry of Forests) was conducted on 07-May-2026. The search indicates that the property is not located within or immediately adjacent to a registered *Heritage Conservation Act* (HCA) protected archaeological site. However, there is no record of an archaeological assessment having occurred on the property. A search of RAAD also indicates that there is no provincial archaeological overview assessment model available for the property. This is not an indicator of low archaeological potential.

Given that there is no registered archaeological site on the property, a Provincial *Heritage Conservation Act* permit is not required to undertake the work. However, a Provincial *Heritage Conservation Act* permit will be required if archaeological deposits, features or materials are exposed and/or encountered during land-altering activities that includes tree felling. Unpermitted damage or alteration of a protected archaeological site is a contravention of the *Heritage Conservation Act* and requires that land-altering activities be halted until the contravention has been investigated and permit requirements have been established. This can result in significant project delays and potential costs.

All archaeological sites, whether on Provincial Crown or private land (including land under water) that are known or suspected to predate AD 1846, are automatically protected under the HCA (S.13) this includes culturally modified trees. Certain sites, including human burials and rock art sites with heritage value, are automatically protected regardless of their age. Shipwrecks and plane wrecks greater than two years of age are also protected under the HCA. The *Heritage Conservation Act* does not distinguish between those archaeological sites which are "intact," (i.e., those sites which are in a pristine, or undisturbed state) and those which are "disturbed" (i.e., those sites which have been subject to alteration, permitted or otherwise). All archaeological sites, regardless of condition, are protected by the HCA, as described above. *Heritage Conservation Act* -protected archaeological sites or objects cannot be disturbed or altered without a permit issued by the Archaeology Branch (Ministry of Forests).

shauna

[shauna huculak, M.A., RPCA](#) (they/them)

Manager, Archaeology

Capital Regional District

T: 250.360.3622 | 236.638.1453

From: Corey Anderson <CAnderson@crd.bc.ca>
Sent: Friday, April 24, 2026 12:40 PM
To: Shawn Carby <scarby@crd.bc.ca>
Cc: Mark Groulx <MGroulx@crd.bc.ca>; Philip Williams <pwilliams@crd.bc.ca>; Chris J Vrabel <CVrabel@crd.bc.ca>; Jennifer Carvill <JCarvill@crd.bc.ca>
Subject: Re: Zoning Amendment Application RZ000293 - LUC Referral (Shirley)

I have no comments or objections to this application from an EM perspective.

Corey Anderson

Manager, Emergency Programs
Capital Regional District
C: 250.415.1695

From: [Philip Williams](#)
To: [Shawn Carby](#); [Mark Groulx](#); [Jennifer Carvill](#); [Chris J Vrabel](#); [Wendy Miller](#)
Subject: RE: Zoning Amendment Application RZ000293 - LUC Referral (Shirley)
Date: Sunday, April 26, 2026 2:00:43 PM
Attachments: [image001.png](#)

Good Afternoon

I have reviewed the Report to the LUC that discusses the re-zoning application of 2820 Kirby Creek Road in Shirley. There is no prior history of bylaw violations associated with the property. I currently do not have concerns with the plans conceptualizing a venue that includes fishing ponds, trails, disc golf, archery, and a concession stand.

Additional off off-street parking may be a future consideration.

Regards,

Phil Williams

Senior Bylaw Officer (Western Division) | Bylaw and Animal Care Services
212-2780 Veterans Memorial Parkway, Victoria, B.C. V9B 3S6
T: 250.478.0624 | F: 250.391.9727 | E: pwilliams@crd.bc.ca



CAPITAL REGIONAL DISTRICT

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Minutes of a Public Information Meeting

**Held June 3, 2026, at the Shirley Community Hall, 2795 Sheringham Point Road,
Shirley, BC**

**SUBJECT: Zoning Amendment Application RZ000293 - Lot A, District Lot 87, Renfrew
District, Plan EPP31225 (2820 Kirby Creek Road)**

PRESENT: Director Al Wickheim
Shirley-Jordan River Advisory Planning Commission Members: Emily Anderson,
Vivi Curutchet, Fiona McDannold

Staff: Darren Lucas, Planner; Wendy Miller, Recorder

PUBLIC: 8

The meeting was called to order at 6:30 pm.

Director Wickheim welcomed everyone to the meeting and provided a Territorial Acknowledgement. The applicant, applicant's agent and staff were introduced. It was advised that the purpose of the meeting is to provide opportunity for the public to learn what is being proposed by the applicant and to obtain comment.

Darren Lucas introduced the proposal considered by the Juan de Fuca Land Use Committee (LUC) at its meeting of April 21, 2026, to amend the Juan de Fuca Land Use Bylaw, Bylaw No. 2040, by rezoning the subject property from the Rural 2 (RU2) zone to a new Rural 2 – Recreation (RU2-R) zone to permit outdoor facilities for recreation activities including a non-motorized multiuse trail, hiking, picnic areas, fishing, archery, and disc golf establishments, and a convenience store accessory to the outdoor recreation principle use.

Applicant comments included:

- existing trout pond is authorized by a provincial permit, is naturally aerated, and is a closed system that is not connected to a watercourse
- subject property was logged by the previous owner and trailed by the applicant
- existing hardpan pond has good water retention
- future pond would be lined to augment the water supply of the existing pond
- topsoil from the dugout would be retained and the subsoil deposited at a local gravel pit
- proposed activities also include disc golf and archery
- the archery area would have a berm and galvanized netting
- onsite parking would be provided
- Island Health regulates septic including septic setbacks
- trout sustained by natural flora and fauna and farmed worms

Public comments included:

- general concern regarding highway traffic speed and highway crossings
- support for the pond and future ponds being fed by overland water
- support for the scale and type of outdoor recreation proposed by the applicant

Adjournment

The meeting adjourned at 7:00 pm.

EASCC-609433730-3727



**Minutes of a Meeting of the Shirley-Jordan River Advisory Planning Commission
Held June 3, 2026, at the Shirley Community Hall, 2795 Sheringham Point Road,
Shirley, BC**

PRESENT: Vivi Curutchet (Chair), Emily Anderson, Melody Kimmel, Fiona McDannold
Staff: Darren Lucas, Planner; Wendy Miller, Recorder
PUBLIC: 5

The meeting was called to order at 7:06 pm.

A Territorial Acknowledgement was provided in the preceding meeting.

1. Approval of the Agenda

MOVED by Melody Kimmel, **SECONDED** by Emily Anderson that the agenda be approved.
CARRIED

2. Adoption of the Minutes of January 13, 2026

MOVED by Emily Anderson, **SECONDED** by Fiona McDannold that the minutes from the meeting of January 13, 2026, be adopted.
CARRIED

3. Planner's Report

No report.

4. Zoning Amendment Application

a) RZ000293 - Lot A, District Lot 87, Renfrew District, Plan EPP31225 (2820 Kirby Creek Road)

Darren Lucas introduced the proposal considered by the Juan de Fuca Land Use Committee at its meeting of April 21, 2026, to amend the Juan de Fuca Land Use Bylaw, Bylaw No. 2040, by rezoning the subject property from the Rural 2 (RU2) zone to a new Rural 2 – Recreation (RU2-R) zone to permit outdoor facilities for recreation activities including a non-motorized multiuse trail, hiking, picnic areas, fishing, archery, and disc golf establishments, and a convenience store accessory to the outdoor recreation principle use.

Darren Lucas responded to a question from the APC confirming that another property owner could submit an application to rezone to the proposed RU2-R zone, should proposed Bylaw No. 4764 be adopted.

The applicant responded to questions from the APC advising that:

- the intent of the proposal is to provide a private fishing experience
- appointments would be required to control carrying capacity of the site
- it is anticipated that appointments would be limited to six groups/families a day
- the proposed accessory convenience store is for site clients

Shirley-Jordan River Advisory Planning Commission Meeting Minutes
June 3, 2026

2

APC comments included:

- public comments received at the preceding public information meeting indicate support for the proposal
- proposal would support low-impact tourism
- proposal would enable a work-from-home business

MOVED by Fiona McDannold, **SECONDED** by Melody Kimmel that having considered the proposed bylaw, the Shirley-Jordan River Advisory Planning Commission supports Zoning Amendment Application RZ000293 for Lot A, District Lot 87, Renfrew District, Plan EPP31225, as presented.

CARRIED

5. Adjournment

The meeting adjourned at 7:21 pm.

Chair

REPORT TO TRANSPORTATION COMMITTEE MEETING OF WEDNESDAY, JULY 22, 2026

SUBJECT Transportation Governance Update

ISSUE SUMMARY

In accordance with Capital Regional District (CRD) Board direction, this report provides an update on the ongoing work to strengthen regional transportation governance, including progress to date under a stepwise approach following the establishment of the Regional Transportation Service (RTS) and advancement of the Regional Transportation Plan (RTP).

The report outlines emerging considerations and potential next steps to support fully representative and more integrated regional transportation decision-making, including alignment of planning, funding and delivery of a multi-modal transportation system.

BACKGROUND

Context for Governance

Transportation governance in the CRD has remained relatively stable for several decades, with current structures largely established in the 1970s. Previous reviews, including the 2012 BC Transit Independent Review and the 2013 CRD Transit Governance Review (Appendix A and B), identified challenges related to fragmented authority, limited regional representation, and misalignment between planning, funding and decision-making. Consistent with these historic governance challenges, early CRD Board direction includes a 2011 resolution requesting that the Province consider transferring the responsibilities of the Victoria Regional Transit Commission (VRTC) to the CRD.

Since that time, the region has experienced significant growth and change. Population increases, evolving commuting patterns, and greater expectations for a multi-modal transportation system have increased the complexity of transportation planning and delivery. Meanwhile, no single regional body has emerged with the governance mandate, authority or representation needed to guide the full transportation system.

While investments in active transportation have contributed to increased mode share, transit mode share trends have seen limited positive change, and securing service levels aligned with regional needs remains a challenge under current governance and funding structures. These trends suggest system-level constraints that extend beyond individual projects and highlight the need for multi-modal integration to overcome the ongoing challenge of coordinating decisions across multiple jurisdictions and agencies within the current governance framework.

In response, the CRD Board identified transportation governance as a strategic priority for the 2023-2026 term, with direction to explore options to support more integrated and effective regional transportation outcomes. The update of the Regional Transportation Plan (RTP) provides a timely opportunity to consider how governance structures can support implementation of regional priorities.

Establishment of the Regional Transportation Service

The establishment of the RTS in 2025 marked a significant step in evolving the CRD's role in regional transportation and reflects a shared regional commitment to addressing regional transportation needs through a dedicated service. The RTS expanded the CRD's mandate to include a broader range of planning and delivery functions, with an initial focus on consolidating existing services and advancing the RTP to define updated regional priorities.

At its July 9, 2025 meeting, the CRD Board endorsed a stepwise approach to governance. This included maintaining a Committee-based structure in the near term, while directing RTS staff to further explore opportunities to strengthen decision-making through the RTP process. This direction included consideration of a Commission model within the CRD's existing authorities, as well as exploring the transfer of VRTC responsibilities to the CRD, which would require provincial approval and legislative changes.

Since the establishment of the RTS, governance-related work has advanced alongside service implementation. Key initiatives have included incorporating regional trails into CRD's regional transportation planning, establishing the Regional Transportation Advisory Committee (RTAC), dissolving the Traffic Safety Commission and transitioning safety into RTAC, ongoing collaboration with BC Transit and the Ministry of Transportation and Transit (MoTT), and embedding governance considerations into RTP development and engagement.

Stepwise Governance Work and Engagement

Following Board direction, staff have carried out analysis and engagement to inform stepwise governance considerations. This work has included revisiting previous governance studies, reviewing current governance models and service delivery structures in BC, and assessing potential pathways to strengthen regional decision-making both within and beyond the CRD's existing authorities.

Reviews of governance structures in other jurisdictions demonstrate that while models vary, more integrated approaches typically align authority, funding and accountability within a single framework, resulting in more sustainable progress toward mode share objectives than non-integrated structures.

Engagement has included ongoing executive-level collaboration with BC Transit and MoTT, outreach to other jurisdictions, and discussion through RTAC and the RTP process. Lessons from other regions highlight the importance of aligning governance structures with multi-modal funding tools to ensure that improved decision-making is supported by a funded investment strategy.

Regional engagement through the RTP process—including Q1 2026 engagement and a Q2 regional workshop (Appendix C and D)—identified governance as a key area of focus. Participants consistently highlighted challenges related to fragmented decision-making and identified a need for stronger regional coordination, improved transparency, and enhanced authority through the CRD to align transportation priorities across jurisdictions. Feedback also indicated that coordination alone may be insufficient, and that governance structures may need to evolve to better support delivery of an integrated multi-modal system.

RTAC has also contributed to these discussions, including advancing a recommendation to advocate for stable transit funding and the exploration of new funding tools aligned with regional priorities. This reinforces the connection between governance, funding, and implementation.

Current Governance Considerations

Work undertaken to date highlights several key considerations for effective regional transportation governance:

- the need for clearer leadership and integrated authority to support regional multi-modal decision-making;
- strengthening independent planning and evaluation capacity;
- ensuring full and equitable representation and accountability across the region;
- clarifying RTP implementation roles and responsibilities among regional partners; and
- aligning governance structures with funding tools and capital investment decisions.

As noted earlier, no single body has the mandate, authority and representation to guide the full multi-modal transportation system. Responsibilities remain distributed across multiple organizations, with transit governance operating through a separate structure that is not fully representative of all municipalities and electoral areas, nor equipped with the funding tools aligned with regional mode share goals. While this model has supported many successful investments, it can create challenges in aligning planning, funding and implementation decisions across the system.

As the RTP update progresses, it is increasingly clear that achieving regional objectives will require integrated decision-making across transportation modes. Recent work and reporting on aligning transportation and growth planning, endorsed by the CRD Board at its June 10 meeting, further reinforces that transportation outcomes are closely tied to land use decisions, and that fragmentation across governance structures can limit the region's ability to respond to growth or changing mobility patterns effectively.

This is particularly relevant in the context of the Regional Multi-modal Network (RMN), where alignment across jurisdictions is required to achieve consistent outcomes. Recent experience along major corridors in the region highlights the complexity of advancing regionally significant improvements across multiple jurisdictions, reinforcing the importance of integrated decision-making. Without a governance framework that supports alignment along the RMN, implementation of integrated transportation priorities may be limited.

Emerging Direction and Opportunity

The work undertaken to date demonstrates that while some improvement is possible within the existing governance framework, further coordination of improvements will remain incremental and unlikely to support the level of integration required to deliver regional transportation priorities, including the region's transit mode share target. As the RTP takes shape, there is increasing clarity that more integrated decision-making—particularly across transportation modes, funding and investment—will be necessary if the region is to achieve its long-term objectives.

This need to think beyond the status quo of existing governance structures includes consideration of new approaches that more closely align planning, funding and decision-making within a single, regionally representative framework, and improved alignment of transit-related decision-making with broader regional transportation and land use priorities. Advancing such an approach would require collaboration with the Province, including consideration of legislative pathways, as well as coordinated planning with regional partners.

Concurrent with exploring legislative changes with the Province, there remains an opportunity to continue advancing stepwise governance improvements through ongoing collaboration, engagement, and refinement of existing structures. This includes the identification of potential phasing and mitigation strategies with all affected regional partners for the respective governance pathways being explored, and continued alignment of regional partners until a strengthened governance model is in place.

ALTERNATIVES

Alternative 1

The Transportation Committee recommends to the Capital Regional District Board:

1. That staff continue advancing a stepwise approach to regional transportation governance, including ongoing engagement with local governments, regional partners, and other jurisdictions;
2. That the Board request the Province to work with the Capital Regional District (CRD) to advance the development of legislative changes to enable more integrated regional transportation decision-making, including the integration of the Victoria Regional Transit Commission responsibilities into a fully representative CRD governance model that:
 - a) Aligns the planning, investment, and delivery of regional multi-modal transportation priorities;
 - b) Enhances responsiveness and accountability to local governments;
 - c) Integrates transit with regional transportation priorities; and
 - d) Enables exploration of broader funding tools and delivery models aligned with implementation of the Regional Transportation Plan.
3. That staff report back in 2027 with recommended governance pathways, including legislative considerations and proposed phasing and mitigation strategies in consultation with regional partners to support implementation.

Alternative 2

The Transportation Committee recommends to the Capital Regional District Board:

1. That staff continue advancing a stepwise approach to regional transportation governance, including ongoing engagement with local governments, regional partners, and other jurisdictions;
2. That the Board request the Province to provide a mandate for the Ministry of Transportation and BC Transit to work with the Capital Regional District to further explore strengthened governance, including the Board-directed options or another potential model that:
 - a) Improves alignment of planning, funding, and decision-making across the regional multi-modal transportation system;
 - b) Enhances the responsiveness and accountability to local governments;
 - c) Strengthens integration between transit and regional transportation priorities; and
 - d) Explores broader funding tools and delivery models aligned with the Regional Transportation Plan implementation; and
3. That staff report back in 2027 on findings from the stepwise governance work and recommended next steps, aligned with completion of the Regional Transportation Plan.

Alternative 3

That this report be referred back to staff for additional information based on Transportation Committee direction.

IMPLICATIONS

Alignment with Board & Corporate Priorities

Advancing regional transportation governance aligns with the CRD Board's 2023–2026 strategic priority to improve regional transportation and mobility. Strengthened governance supports coordinated decision-making and enables more effective delivery of regional priorities identified through the RTP. Without further alignment, implementation of regional priorities will continue to rely on coordination across multiple decision-making bodies.

Alignment with Existing Plans & Strategies

The RTP update is intended to guide long-term transportation investment and policy direction in the region. Governance structures that better align planning, funding and decision-making will support implementation of RTP priorities and reinforce integration with other regional strategies, including the Regional Growth Strategy (RGS). Without this alignment, differences between regional plans and local implementation may persist. Without governance change, the RTP's goals and implementation as currently being developed would also have to be refined to acknowledge the limitations of existing multiple governance and funding structures.

Environmental and Climate Implications

More integrated transportation decision-making supports regional climate objectives by improving alignment between land use, investment and mode choice. Governance structures that enable coordinated planning and funding are important to advancing sustainable transportation outcomes, including increasing transit mode share across the region through more integrated planning and access to broader funding tools. Growing transit mode share is critical to achieving climate objectives, as active transportation measures alone are unlikely to deliver the scale of emissions reductions required. Fragmented decision-making reduces the effectiveness of these investments in achieving climate objectives.

Financial Implications

Improved governance alignment can support more coordinated and strategic investment decisions and enable exploration of additional funding tools to deliver regional priorities. The existing transit governance structure through the VRTC, is limited by an increasingly exhausted set of funding tools that places significant burden on household taxation. Any future governance changes may have financial and resource implications that will be evaluated through subsequent work. Without improved alignment and new funding tools, investment decisions may continue to be made incrementally and in an ad-hoc manner across separate processes.

Intergovernmental Implications

Regional transportation governance involves local governments, BC Transit, and the Province, each with distinct roles and interests. Strengthening governance provides an opportunity to enhance regional representation, improve alignment of priorities, and support more integrated decision-making across jurisdictions.

For local governments, more integrated governance can improve transparency, influence over investment decisions, and alignment between local and regional priorities. Recent discussion through the RTAC, including related advocacy on transit funding and funding tools, reflects a shared regional interest in strengthening alignment between governance, funding and implementation.

Changes to regional transportation governance could also have implications for BC Transit. Phasing and mitigation strategies can be explored in advance of implementing any governance changes affecting BC Transit or other regional partners. Advancing governance changes, particularly those requiring provincial collaboration or legislative action, will depend on continued partnership with the Province and coordination across regional agencies.

Regional Growth Strategy Implications

Municipalities must ensure their Official Community Plans are consistent with the RGS. However, differences between local planning approaches and regional transportation priorities can still occur. These differences can create mismatches between transportation investments, land use decisions, and regional transportation goals.

Strengthening regional transportation governance can help improve alignment between transportation investment and growth patterns by supporting more coordinated decision-making across jurisdictions. Without strengthened alignment, disconnects between land use decisions and transportation investment may continue to affect system performance over time.

Service Delivery Implications

The RTS is being implemented through a phased approach, with governance identified as a foundational component. Enhanced governance structures can improve coordination across transportation modes and agencies, supporting more effective delivery of regional transportation programs and capital investments. Without further advancement, delivery will continue to rely on coordination across multiple organizations with separate decision-making processes. As a result, the implementation of RTP objectives may be constrained by existing governance and funding structures, potentially limiting the region's ability to fully realize the plan's intended outcomes.

CONCLUSION

Significant work has been undertaken to date to understand and advance regional transportation governance. Building on past and recent studies, Board direction, and ongoing engagement through the Regional Transportation Plan (RTP), there is now a clear and consistent understanding of the current model and the challenges that remain. These include fragmented decision-making, limited alignment between planning, funding, and implementation, and the absence of a single, fully representative body with the mandate to guide the regional multi-modal transportation system.

As the RTP takes shape and regional priorities become more defined, it is increasingly evident that achieving the plan's objectives will require integrated decision-making. A governance model that aligns transportation planning, investment, and delivery across all modes, including transit, while providing full regional representation and access to appropriate funding tools, will be critical to delivering the outcomes envisioned in the RTP. This presents a timely opportunity to align governance with the region's emerging long-term transportation priorities.

While a stepwise approach has enabled meaningful progress to date, further advancement now requires a clear and deliberate next step. Strengthening governance in a way that meaningfully addresses current fragmentation and supports implementation of the RTP will require collaboration with the Province and consideration of legislative pathways.

Accordingly, the CRD and its regional partners are well positioned to build on the work completed to date and take the next step toward a more integrated, representative and effective regional transportation governance model.

RECOMMENDATION

The Transportation Committee recommends to the Capital Regional District Board:

1. That staff continue advancing a stepwise approach to regional transportation governance, including ongoing engagement with local governments, regional partners, and other jurisdictions;
2. That the Board request the Province to work with the Capital Regional District (CRD) to advance the development of legislative changes to enable more integrated regional transportation decision-making, including the integration of the Victoria Regional Transit Commission responsibilities into a fully representative CRD governance model that:
 - a) Aligns the planning, investment, and delivery of regional multi-modal transportation priorities;
 - b) Enhances responsiveness and accountability to local governments;
 - c) Integrates transit with regional transportation priorities; and
 - d) Enables exploration of broader funding tools and delivery models aligned with implementation of the Regional Transportation Plan.
3. That staff report back in 2027 with recommended governance pathways, including legislative considerations and proposed phasing and mitigation strategies in consultation with regional partners to support implementation.

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ATTACHMENTS

- Appendix A: 2012 Modernizing the Partnership Report of the BC Transit Independent Review Panel
- Appendix B: 2013 CRD Transit Governance Review
- Appendix C: 2026 Q1 – RTP What We Learned Q1 2026 Engagement Summary
- Appendix D: 2026 Q2 – RTP Governance and Decision-Making: Early Workshop Summary



Modernizing the Partnership

Report of the BC Transit Independent Review Panel

Submitted to:

Minister of Transportation and Infrastructure
The Honourable Blair Lekstrom

August, 2012

August 1, 2012

The Honourable Blair Lekstrom
Minister of Transportation and Infrastructure
Room 342
Parliament Buildings
Victoria, B.C.
V8V 1X4

Dear Minister Lekstrom:

It is our pleasure to submit the report of the BC Transit Independent Review Panel, which you established on March 15, 2012. Our report contains 18 recommendations that should, if accepted, ultimately result in improvements to the delivery of public transit in British Columbia.

During our review we heard from over 90% of local governments with public transit systems in British Columbia and were struck by the level of commitment to the delivery of high quality services to residents in every community. While local governments recognize that the level of provincial support for public transit in British Columbia is unmatched in the rest of Canada, they have legitimate concerns about the state of their relationship with BC Transit, including the nature of the partnership to deliver service, the level of communications and the degree of accountability.

The Panel spent time with the Board of Directors and staff at BC Transit. While they are working hard to address some of the issues identified by local governments and are making progress, we believe that there is more that can be done to strengthen the partnership. The panel also met with all three of the unions that represent staff at BC Transit, two private sector operators and one community which does not yet have a transit system.

The overarching theme in this report is that the delivery of public transit is based on a partnership between local governments and the Province. Our review found that British Columbia's transit systems compare very favourably with their counterparts across Canada, particularly in terms of ridership, supply of service and efficiency of the services provided. However, the structure of the partnership does not adequately recognize the significant funding contribution of local governments.

Our recommendations fall into three categories:

Governance – Fundamental changes are required to ensure that local government is recognized as a real partner;

Decision making – Parties that are impacted by the decisions of the other partner must have a role in the decision making process; and,

Accountability – Accountabilities in the partnership need to be strengthened, including improved reporting on performance.

You also asked us to review the current governance structure for transit in the Capital Regional District. As requested in our Terms of Reference, we have provided the pros and cons of having the system managed by the current Victoria Regional Transit Commission or having the responsibilities of the Commission transferred to the Capital Regional District. We have also provided a third alternative which addresses some of the concerns raised with the current model. All three options have advantages and disadvantages.

Although a number of our recommendations would require changes to legislation to fully implement we have offered suggestions, where appropriate, on how to implement the recommendations in advance of any legislative change.

The Panel would like to thank everyone who either met with us or took the time to provide a written submission. We benefitted greatly from the quality of discussions, patience in responding to our questions and the thoughtfulness of written submissions. Lastly, we would like to thank Tom Lee, our project manager, who kept us on track and on time.



Chris Trumpy, Chair



Catherine Holt



John King

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List of Recommendations

Recommendation 1

The Ministry of Transportation and Infrastructure should work with local governments with public transit services to develop the Government Letter of Expectations to BC Transit. The Letter of Expectations should clearly establish the roles, responsibilities and accountabilities of the provincial government, local governments and BC Transit.

Recommendation 2

The provincial government should increase the membership of the Board of Directors from seven to nine. While this recommendation requires legislative change, the following recommendation (Recommendation 3) can be implemented with either a seven or nine person Board.

Recommendation 3

Recognize the partnership for the delivery of public transit at the BC Transit Board. Specifically:

- i) The Board of BC Transit should provide local governments with a Board skills matrix to guide the selection of nominees to the Board.
- ii) The provincial government should revise the appointment process for the Board of Directors to allow local government to directly appoint representatives to the Board. Prior to legislative change Cabinet should accept nominations from local governments for appointment to the Board. A revised appointment process that would be consistent with existing legislation (current Board size) and an expanded Board under Recommendation 2 is outlined in the following table:

	Under existing legislation	With recommended legislative changes
Provincial government	Appoints three members including Chair.	Appoints four members including Chair.
Local government	Nominates two members from the Victoria Regional Transit Commission and two other elected local government representatives.	Appoints two members from the Victoria Regional Transit Commission and three other local government appointees.

Recommendation 3 - Cont.

- iii) It is common practice that elected officials do not sit on the boards of Crown agencies since their responsibilities as a Director may conflict with their accountabilities as an elected official. The Panel considered two options for the appointment of the local government representatives and did not reach a conclusion on a preferred approach. The pros and cons of each approach are identified in the following table:

	Pros	Cons
Option 1: Local government appointments may include sitting elected officials.	- Consistent with current practice. - Knowledge of current needs/interests of local government.	- Potential for high turnover due to local government election cycles. - Risk of conflict in balancing local interests with BC Transit interests.
Option 2: Local government appointments would exclude sitting elected officials.	- Provides continuity as appointments would not be tied to election cycle. - Director would not be tied to single community. - Easier to make appointments based on the skills matrix.	May not adequately represent local government interests.

- iv) Provincial government and local government Board appointments should be made on the basis of staggered terms to allow for Board continuity.
- v) The provincial government and local government should negotiate appointment guidelines to be consistent with standard board practices regarding appointments and terms. In order to implement these recommendations local governments would need to determine the appropriate body to coordinate the appointment process.

Recommendation 4

The provincial government should amend the BC Transit Act to allow local government to appoint all members of a transit commission and allow the transit commission to hire its own clerical and technical staff. In the interim, Cabinet should accept nominations from local governments for appointment to transit commissions and BC Transit will continue to provide clerical and technical staff to transit commissions.

Recommendation 5

Local government and BC Transit decision making authority should rest with the partner that bears the consequences or benefits of any decision. Where a decision of one partner will have an impact on the other partner, consultation should occur:

- i) The BC Transit Board should ensure that BC Transit decision making explicitly considers the impact on local governments and should ideally include a mechanism for local government sign off. For example, the BC Transit Board told the Panel that all decisions of the BC Transit Board that have capital cost implications for an individual transit system must have local government approval. BC Transit should ensure that all local governments are aware of this policy.
- ii) The BC Transit Board should ensure that any system wide capital spending decisions made by the BC Transit Board has input from an advisory panel consisting of local government representatives.
- iii) Local governments should provide sufficient notice to BC Transit on service adjustments so that the financial consequences of that decision are appropriately shared between the partners.
- iv) The Province should consult with local governments on provincial public transit policy.
- v) BC Transit should ensure that it engages with and considers the input of local governments and transit operating companies in route planning and scheduling activities.

To be clear, no changes in decision making authority are proposed but improvements in process are required.

Recommendation 6

Local government should involve BC Transit in key planning issues and invite BC Transit to participate in official community planning processes. Local governments should provide BC Transit with information regarding decisions that may impact public transit including:

- Long term municipal transit budgets;
- Land use planning; and,
- Transportation planning and zoning decisions that will result in developments that will require transit services, or impact the ability to deliver public transit.

These requirements should be outlined in operating agreements between BC Transit and local governments.

Recommendation 7

BC Transit should develop a strategic communications plan that includes provincial government, BC Transit and local government strategic goals for transit and share the plan with local governments. The plan should outline key dates and timelines for provincial government, BC Transit and local government decision making processes.

Recommendation 8

The Ministry of Transportation and Infrastructure should provide BC Transit with clear direction on its role in implementing the Provincial Transit Plan.

Recommendation 9

BC Transit and local governments should enhance accountability in operating agreements. While some roles and responsibilities are contained in existing Master Operating Agreements and Annual Operating Agreements, accountabilities could be strengthened by:

- Establishing information sharing requirements appropriate for all partners in operating agreements, including timelines and dates, performance measures (see recommendation 13) and local government planning (see recommendation 6);

Recommendation 9 - Cont.

- Establishing local government financial accountability for service decisions that result in costs that must be covered by BC Transit (see recommendation 5);
- Improving transparency by including the provincial share of debt servicing costs; and,
- Committing BC Transit to provide financial information to local governments based on the calendar year.

Recommendation 10

The provincial government should amend the BC Transit Act and Regulation to enable multi-year operating agreements.

Recommendation 11

The provincial government should amend the BC Transit Act and Regulation to require only one agreement between local governments and BC Transit and one operating agreement between BC Transit and a transit operating company for each transit service area.

Recommendation 12

BC Transit should work with local governments to set appropriate service standards for each transit system and provide annual data on system and route performance.

Recommendation 13

BC Transit should provide reports to Councils and Regional District Boards at least twice a year on: system ridership; cost per capita; passengers per capita; service hours per capita; cost per hour; cost per rider; and, revenue cost ratio. BC Transit should also provide each local Council and Board comparisons with peers and performance over time for each of these measures.

Recommendation 14

BC Transit should develop, in partnership with local government staff, performance reporting templates which meet local government staff needs. Sample templates are provided for discussion in Appendix D.

Recommendation 15

BC Transit should report in detail annually to local government on its administration costs, its fleet management activities and the benefits it provides from centralized purchasing in comparison to other transit systems across Canada.

Recommendation 16

The provincial government should provide the Board of BC Transit with the authority to authorize commercial revenue activities within an established framework.

Recommendation 17

The provincial government should provide BC Transit its capital funding through the established service plan process with output targets.

Recommendation 18

The provincial government should develop a policy framework for intercity routes among multiple jurisdictions and if required amend the BC Transit Act and Regulation to provide for a stable mechanism to implement these routes.

Role and Mandate of the Panel

On March 15, 2012 the Honourable Blair Lekstrom, Minister of Transportation and Infrastructure, appointed a three person independent panel to review issues with respect to BC Transit including:

- Transit system operations and performance;
- Governance;
- Funding; and,
- Local government consultation and communication processes.

The Panel was also asked to identify the pros and cons of transferring the roles and responsibilities of the Victoria Regional Transit System to the Capital Regional District. In conducting its review the panel was asked to review and evaluate matters through clear problem definitions with supporting evidence, and make recommendations on that basis. The panel was tasked to submit a report to Minister Lekstrom by the end of August 2012. The full Terms of Reference for the review are included in Appendix A.

Introduction

Public Transit in British Columbia

In 1979 the British Columbia government created the Urban Transit Authority (UTA), a Crown corporation whose role was to work in partnership with local governments in the development and management of local transit systems.¹ Initially responsible for the operation of 13 transit systems, the operation of the Victoria and Vancouver transit systems transferred from BC Hydro to the new organization a year later and in 1982, the UTA was renamed BC Transit.² The responsibilities for public transit in the Vancouver area are not included in the Terms of Reference for the Panel, as authority for public transit in Vancouver was transferred to TransLink in 1999.

BC Transit was founded on the basis of a funding partnership between the provincial government and local governments to provide public transit throughout British Columbia. The key element of this funding partnership was that the costs of providing local public transit would be cost-shared between the government of British Columbia and local communities.

The delivery of public transit through a Crown corporation, and the funding of public transit through a provincial/local government partnership is unique in Canada, and has resulted in BC having the highest proportion of provincial government funding and availability to the most communities.

The BC Transit Regulation outlines the sharing of costs for conventional transit systems (which serve the general population in urban settings and offers scheduled bus service that operates on fixed routes) and custom/paratransit systems (which employs vans, minibuses and taxis for dial-a-ride and door-to-door handyDART service for passengers with disabilities who cannot use conventional transit). Conventional transit services represent 83%³ of public transit spending in the province.

The sharing of costs under the current Regulation is outlined in Table 1.

Table 1 - Cost Sharing of Public Transit in British Columbia

	Provincial Share	Local Government Share
Conventional Transit ⁴	46.69%	53.31%
Custom Transit	66.69%	33.31%
Victoria Regional Transit System Conventional ⁵	31.70%	68.30%
Victoria Regional Transit System Custom	63.0%	37.0%

1-Curtis (1978, June 12). "Urban Transit Authority Act." British Columbia. Legislative Assembly. Official Report of the Debates of the Legislative Assembly (Hansard). 31st Parliament, 3rd Session. Retrieved from http://www.leg.bc.ca/hansard/31st3rd/31p_03s_780612p.htm#02203.

2-BC Transit. BC Transit History. http://bctransit.com/corporate/general_info/history.cfm

3-Source: BC Transit.

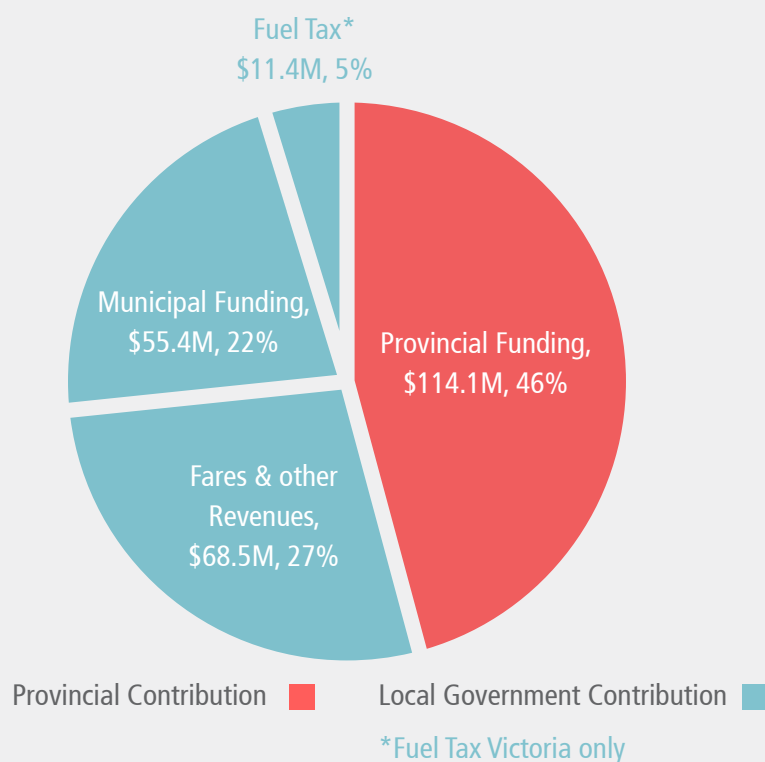
4-British Columbia Transit Regulation (B.C.Reg. 30/91) S 7.

5-British Columbia Transit Regulation (B.C.Reg. 30/91) S 2.

The provincial share of costs is provided to BC Transit through an annual appropriation of the provincial government, while the local share of transit costs is raised through the imposition of property taxes, the collection of fare revenue (rates of which are set by the local government) and advertising revenues generated by the transit system.⁶ Funding for the local government contribution to the Victoria Regional Transit Commission also includes a 3.5¢/litre fuel tax. A summary of system-wide funding in 2010/11 is shown in Figure 1.⁷

In spite of the provincial-local government funding partnership, BC Transit's governance and decision making model does not recognize local governments as a significant funding partner. As a result, local governments have little direct influence on many of the issues that impact the cost of delivering public transit in their community. While BC Transit is taking a number of steps to try and address this issue, improvements to the governance and decision making model are required.

Figure 1 - System Wide Funding 2010/11



⁶-British Columbia Transit Act, 1996 (BC) S 14(1).
⁷-BC Transit. Annual Report 2010/11. P.6.

What Has Changed

Since the creation of the UTA, the public transit system managed by BC Transit has grown from 13 local systems to 81 conventional and custom transit systems delivered with 58 local funding partners (Table 2).⁸

Table 2 - Growth of BC Transit

	1979	1989	1999	2009/10	2010/11
Number of Systems	13	47	57	81	81
Fleet of Buses	190	322	642	1030	1028
Annual Expenditure (million)	\$57.6	\$72.9	\$130.5	\$218	\$249
Ridership (million)	19.2	21.1	29.5	48.8	51.2

Public transit initially had a simple objective – move people. Over time, the growth in transit services has also been accompanied by an expanded role for public transit in community development including:

- Public transit's growing socio-economic role. Public transit provides transportation options to seniors, youth, people with low incomes and people with disabilities regardless of where they choose to live in the community;
- Public transit has become an important component of regional transportation and sustainability planning;
- Public transit's increased importance as part of provincial transportation planning. The Provincial Transit Plan calls for transit ridership to double by 2020, which will also contribute to the provincial plan to reduce greenhouse gas (GHG) emissions by 33% by 2020.⁹

Public transit is also faced with increasing financial pressures. High fuel prices encourage more people to use public transit, which contributes to provincial and local government goals to increase public transit ridership. At the same time, high fuel prices increase the costs of operating the public transit system, bus prices and other costs are increasing and increased service levels require increased government funding to support operations.

⁸-Data from 1979 through 1999 can be found in Shaping our Future BC Transit's Strategic Plan 2030 (p.10). 1979-1999 costs have been adjusted to 2009 dollars. 2009-2011 data is found in BC Transit's Annual Report 2009/10 (p.6) and Annual Report 2010/11 (p.5) and have not been adjusted.

⁹-Government of British Columbia. The Provincial Transit Plan (2008), p6.

The cumulative effect of these changes is that local governments have become increasingly knowledgeable about the role of public transit in their communities. Local governments, like other levels of government, are facing budget pressures which draw attention to the costs of delivering public transit. However, while local governments are a major contributor of funding to the public transit system, local government's funding role has never been adequately reflected in BC Transit's governance and decision making. As public transit becomes more important and costly, it is important that the needs of both of BC Transit's funding partners are addressed.

As public transit service levels have grown, many operating companies that deliver the service in local communities have become larger and more sophisticated. Some of the larger operating companies in British Columbia operate transit systems elsewhere in North America, and have operating and planning expertise that can assist BC Transit and local governments in delivering efficient transit services to their customers. Because these companies operate locally they can also provide insight into local demands, needs and operating conditions.

Current Status

How Public Transit is Delivered

BC Transit is a provincial Crown corporation established under the British Columbia Transit Act. The purposes of BC Transit are:

- i) to plan, acquire and construct public passenger transportation and rail transit systems that support regional growth strategies, official community plans and economic development;
- ii) to provide for the maintenance and operation of those systems;
- iii) to pursue commercial opportunities and undertake or enter into commercial ventures in respect of those systems and the authority's assets and resources¹⁰.

¹⁰-British Columbia Transit Act, 1996 (BC) S 3(1).

The Act provides for the governance of BC Transit through a Board of Directors that is appointed by the British Columbia Executive Council, or Cabinet (referred to from this point on as the Cabinet¹¹). The Board is accountable to the Minister of Transportation and Infrastructure, on behalf of Cabinet. The Board consists of seven members, four of which are elected local government representatives (two from the Victoria Regional Transit Commission and two from other regions/municipalities) and three at-large directors.¹² The governance of BC Transit was recently reviewed by the BC Auditor General, which made several recommendations regarding the structure and operation of the BC Transit Board.¹³

The Minister holds BC Transit accountable by providing direction through an annual "Government Letter of Expectations". The Letter provides government's annual direction to the Crown Corporation and is an agreement on respective accountabilities, roles and responsibilities. The Letter forms the basis for the development of BC Transit's Service Plan and Annual Service Plan Report.¹⁴

Partnership with Local Government

BC Transit operates transit services in partnership with 58 local government partners across the province (outside Metro Vancouver), and serves over 130 communities. The provision of local transit service is outlined in a Transit Service Agreement between BC Transit and local government partner. This document is required under the BC Transit Act and establishes the transit service area and the general roles and responsibilities of each organization.

Local transit services and budget are established each year in an Annual Operating Agreement (AOA). The requirements of this three-party agreement (local government, operating company and BC Transit) are also established in the BC Transit Act. The AOA establishes the budget and revenue expectations for the year, the fares charged, and specifies the services to be provided to the community.

The three parties also sign a Master Operating Agreement (MOA). The MOA outlines the roles and responsibilities of the parties and contains the bulk of the requirements of the operating company in delivering transit services and includes such elements as risk management, environmental protection, insurance, reporting requirements,

¹¹-Under the Act, appointments are made by the Lieutenant Governor in Council which in practice is a decision of the BC Executive Council, or Cabinet. When the Executive Council makes a decision and it has been approved by the Lieutenant Governor, it is said to have been made by the Lieutenant Governor in Council.

¹²-British Columbia Transit Act, 1996 (BC) S 4(1).

¹³-Office of the Auditor General of British Columbia, Crown Agency Board Governance (Report 2: May 2012).

¹⁴-Government's Letter of Expectations between the Minister of Transportation and Infrastructure and The Chair of British Columbia Transit, January 2012.

payment procedures and other business elements. MOAs have no defined term, but as an MOA forms part of the AOA, the termination or non-renewal of an AOA applies to both agreements. MOAs must also be renegotiated in the event of a change in operating companies.

Under the Act BC Transit may establish local or regional transit service areas to be governed by local or regional transit commissions.¹⁵ Members of transit commissions are appointed by Cabinet from persons holding elected office on a municipal council or regional district board.

Roles and Responsibilities

The Ministry of Transportation and Infrastructure (MOTI), BC Transit, local governments and transit operating companies each have different responsibilities in the provision of local transit services. BC Transit is responsible for coordinating the delivery of public transit including planning, funding, marketing and fleet management.

Private sector companies or non-profit societies operate the majority of the transit systems in the province through a contract with BC Transit. Nanaimo, Nelson, the Sunshine Coast and Powell River are exceptions, where the local government operates the transit system. The other exception is the Victoria Regional Transit System where BC Transit operates the conventional bus system and contracts for the operation and fleet maintenance of the custom transit system.

MOTI receives funding for BC Transit through the annual provincial government budget. BC Transit receives operational funding from MOTI on a monthly basis based on annual operating estimates provided by BC Transit. Capital funding to maintain the existing transit fleet, to undertake fleet expansion initiatives and other capital improvements (transit exchanges/garages) are provided through separate contribution agreements between MOTI and BC Transit. Capital expansion plans must be supported by an individual business case and submitted to MOTI for approval.

Local governments are responsible for strategic planning for their communities through a number of mechanisms such as Official Community Plans, sustainability plans, transportation planning etc.¹⁶ Local governments establish their local transit priorities and set service levels, transit routes and fare structures.

¹⁵-British Columbia Transit Act, 1996 (BC) S25.

¹⁶-Local Government Act, 1996 (BC) S875.

Public Transit in British Columbia Compares Well

The Review Panel conducted an analysis of the performance of transit systems in British Columbia against similar transit systems from across Canada (system “peers”), utilizing data collected in 2010 by the Canadian Urban Transit Association (CUTA)¹⁷. It should be noted that while it is generally representative, CUTA data is not completely accurate. For a number of reasons some municipalities do not collect and report on data at a level of detail required by CUTA. For systems in British Columbia, data is supplied by BC Transit and is based on the information contained in AOA’s. Because administrative costs are capped under provincial legislation, spending on public transit by some local governments is under-reported. For example, both Nanaimo and Kelowna indicated that they spend more on transit than is recognized in AOA’s. In addition, data for British Columbia systems are based on BC Transit’s fiscal year, while the data for communities in the rest of Canada are based on calendar years. In spite of these issues, the CUTA data is a good source of information to support our comparison of transit systems across Canada.

The Panel chose seven performance measures to assist in our comparison:

- i) Total annual system ridership. This is an indicator of the success of public transit in jurisdictions across the country.
- ii) The relative community expenditures on public transit (Cost per capita). This measure allows communities to benchmark the level of financial commitment made by BC Transit and the individual community for transit services as compared to other similarly-sized communities. Higher funding per capita reflects a higher level of investment.
- iii) The success of the transit system in attracting ridership (Passengers per capita). This measure allows communities with different populations to compare their ridership levels with other similar communities. The higher the number of passengers per capita, the greater the proportion of the population using transit.
- iv) The amount of service provided in the transit system (Amount of service hours per capita). Similar to cost per capita, this measure allows communities to benchmark the level of commitment made by the individual community for transit services as compared to other similarly-sized communities. The higher the service hours per capita, the higher the commitment by the local government to the provision of transit services.

¹⁷-Canadian Urban Transit Association. Canadian Transit Fact Book, 2010 Operating Data. (Toronto: Canadian Urban Transit Association, 2011).

- v) The efficiency of a transit system in providing services (Cost per hour).
The amount of transit offered in a community is often expressed in terms of hours. This performance measure indicates how efficiently the service is operated in the community. The lower the cost per hour, the more efficiently the service is provided.
- vi) The effectiveness of a transit system in providing services to its target population (Cost per rider). While costs per hour may be similar from one system to another, the lower the cost per rider, the more successful the service is in attracting riders.
- vii) The self-sufficiency and financial performance of the transit system (Revenue to cost ratio). It is recognized that transit revenues do not cover all of the costs of operating a transit system. The higher the revenue to cost ratio, the greater the proportion of costs that are recovered through passenger and other revenues.

For the purposes of our comparison, the Panel divided transit systems into categories roughly based on system population and transit systems with similar service characteristics. It is generally recognized that comparing transit systems serving municipalities of significantly different populations is inappropriate. However, even when comparing transit services in municipalities of similar size the services and system design should also be similar.

For example, while there are several Canadian transit systems serving populations similar to Victoria, many serve as part of an overall commuter system for larger communities. Transit systems like those in southern Ontario, such as Burlington and Oakville, focus their services to provide feeder service to the GO Trains connecting their communities to downtown Toronto. As a result systems such as these were not included in our system comparisons with Victoria. Similarly, the transit systems in St. Albert and Strathcona County in Alberta were not included in the comparisons with systems in British Columbia of similar population, as these systems provide commuter services to Edmonton.

The Resort Municipality of Whistler was also excluded from the comparisons, as there are no other similar resort-based communities in Canada offering transit services.

The Panel organized public transit systems into four categories for the purposes of our analysis:

- i) The Victoria Regional Transit System ;
- ii) Large systems with populations over 60,000 (Nanaimo, Prince George, Central Fraser Valley, Kamloops and Kelowna);
- iii) Mid-size systems with populations between 25,000-60,000; and,
- iv) Small systems with populations of less than 25,000.

The Panel could not find a sufficient sample of communities in the CUTA database to conduct a comparative analysis of systems with populations fewer than 25,000.

Table 3 - A Comparison of British Columbian and Canadian Transit Systems

	Victoria Regional Transit System	Victoria Regional Transit System Peers (avg.)	Large Systems BC (avg.)	Large Systems Peers (avg.)	Mid-sized Systems BC (avg.)	Mid-sized Systems Peers (avg.)	Small Systems BC Only (avg.)
Ridership (millions)	24.85	15.22	3.03	3.20	0.49	0.74	0.25
Cost/capita (\$)	209.22	148.71	117.62	114.65	59.46	66.02	91.09
Passengers/capita	69.8	49.4	32.3	29.2	13.1	16.2	16.4
Hours/capita	2.25	1.56	1.12	1.21	0.61	0.85	0.75
Operating Cost/hour (\$)	92.93	95.26	87.00	90.58	84.62	81.23	97.17
Cost/rider (\$)	3.00	3.01	3.10	3.92	4.02	4.76	4.45
Revenue/cost	46.9%	46.3%	35.2%	40.4%	29.3%	33.5%	24.8%

Table 3 provides an overview of the performance of transit systems from British Columbia and the rest of Canada. Overall, transit systems in British Columbia compare very favourably with their counterparts across Canada, particularly in terms of ridership, supply of service and efficiency of the services provided. The Panel's detailed review of system performance is contained in Appendix B.

Our assessment also found:

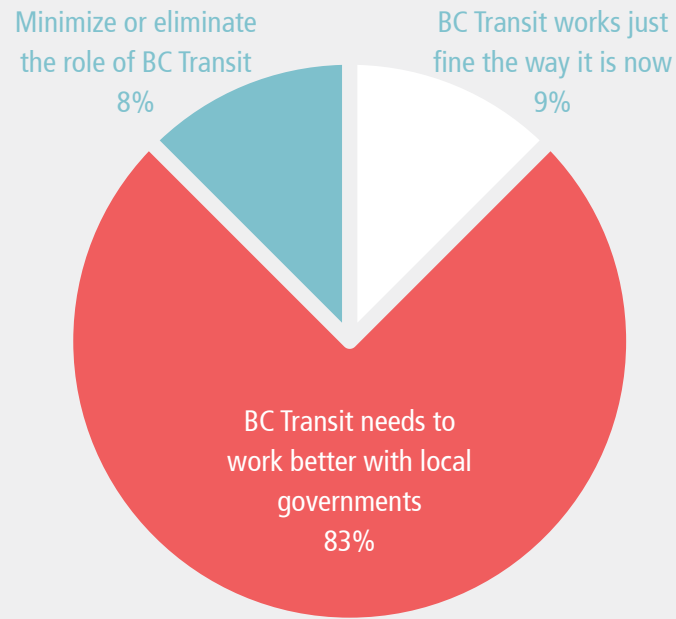
- Cost recovery rates for British Columbia systems are consistently lower than in other parts of the country, which is probably explained by the lower transit fares set by local governments in British Columbia.
- The Victoria Regional Transit System has significantly higher ridership and more hours of service than comparable systems in Canada, indicating a high level of support for transit.
- Large British Columbia systems provide noticeably fewer hours of service to attain equivalent ridership, indicating they are more effective than their peers.
- Mid-size systems compare well with their counterparts across the country.
- The Province and BC Transit have been very successful in encouraging the provision of transit services in small communities, which elsewhere in Canada would generally not have public transit.

Based on our analysis it is clear that one of the customers of BC Transit – the riders – enjoy a level of public transit services that is comparable to, or better than, other parts of the country in terms of ridership, amount of service provided and the operational efficiency and effectiveness of the transit system.

However, the BC Transit Review Panel was created in response to concerns expressed by BC Transit's other customer, local governments. While local governments may have concerns, it is clear that they too, support the BC Transit model. A survey conducted by the Panel in June 2012 found that 83% of BC Transit's local government partners felt that BC Transit was a valuable partner that allows communities to provide a standard of public transportation services that might not otherwise exist (Figure 2)¹⁸. However local governments also believe that BC Transit needs to work better with its local government partners on the delivery of transit services. The complete survey is contained in Appendix F.

¹⁸-Dialogue Research. BC Transit Independent Review Panel. Funding Partner Survey – Summary Report and Methods (June 29, 2012) p.27.

Figure 2: Local Government Attitudes Toward BC Transit



What are the Challenges?

In spite of the overall good performance of the public transit system, local governments have expressed concerns about the state of their relationship with BC Transit. The BC Transit Review Panel conducted an extensive consultation process with local governments to determine the nature of local government concerns. In order to gather local government input, the Review Panel:

- Held 25 individual meetings with representatives from approximately 40 local governments;
- Conducted a survey of all BC Transit's local government partners (with an 82% response rate); and,
- Received written submissions from 30 local governments.

A complete list of meetings and submissions is contained in Appendix C.

Local governments strongly support public transit in their communities and appreciate the strong level of provincial funding support for local public transit. However, the Panel found that in spite of the significant funding contribution by both BC Transit and local government there is little joint accountability for decisions made around the provision of public transit. BC Transit's governance structure makes it more accountable to the provincial government than to local government. The Panel also found that local government in many cases does not sufficiently involve BC Transit in planning processes with public transit implications. This is not a partnership.

Concerns expressed by local governments to the Panel included:

Governance

- Local government appointments to the BC Transit Board are not made by local governments. Local governments would like to directly appoint local government representation on the BC Transit Board;
- Local governments do not support the creation of local and regional transit commissions to deal with inter jurisdictional and funding issues where transit services cross local government boundaries because the legislation does not allow local governments to make appointments to these commissions;
- The Victoria Regional Transit Commission membership structure does not adequately represent the member municipalities within the service area of the Commission;
- Transit is not being effectively integrated into broader community planning. Many local governments are moving towards a holistic view of transit services as being an integral part of community, transportation planning and urban mobility, which requires expertise that is beyond BC Transit's mandate; and,
- The existing governance model for public transit does not adequately address inter-community and regional transportation needs.

Operations and Maintenance

- Some local governments do not want to pay for some of the services provided by BC Transit, as they have built the capacity to provide those services internally;
- Too many decisions are made unilaterally in Victoria and local knowledge, including that of transit operating companies, is not taken into account by BC Transit;
- There is confusion on whether BC Transit or local government has the primary responsibility for promoting local ridership;
- There is not enough of a local government profile on BC Transit buses;
- BC Transit makes unilateral fleet management decisions that impact local communities; and,
- More relevant and timely ridership information is needed to better manage local transit systems.

Communications and Consultation

- BC Transit decision making processes and the resulting cost implications are not transparent;
- The quality and timeliness of communication between BC Transit and local governments is inconsistent; and,
- BC Transit makes unilateral decisions on issues that impact local taxpayers.

Funding Relationship

- The costs of providing public transit are escalating;
- Local governments are not convinced they get value for the money they provide to BC Transit for the services it provides and they don't have enough information to make an evaluation; and,
- The misalignment of BC Transit and local government fiscal years causes budget and planning problems for local governments.

BC Transit has acknowledged the relationship problems it has with its local government partners and has undertaken a number of initiatives to improve its relationship including:

- The creation of Regional Transit Managers as a single point of contact within BC Transit;
- The creation of internal performance integration teams to coordinate responses to local government requests;
- Hosting annual workshops, train the trainer workshops, maintenance workshops and maintenance managers workshops;
- The development of a transparent capital projects approval process;
- The introduction of annual performance summaries and the provision of monthly system financial information;
- The provision of three-year budget information to local governments; and,
- The establishment of new consultation processes on initiatives such as the Enterprise Investment Initiative, Transit Future Plans and the Transit Improvement Program to engage local governments in BC Transit decision making.

While most local governments have responded positively to these initiatives they continue to have concerns regarding their relationship with BC Transit.

Conclusions & Recommendations

Modernize the Partnership

The foundation of the Review Panel's report is the conclusion that the delivery of public transit in British Columbia is a partnership, and that BC Transit should be accountable to both of its funding partners. However, the Panel found that the structure of the partnership leaves BC Transit primarily accountable to only one of the funding partners, the provincial government. The partnership between BC Transit and local government needs to be redefined.

As the operator of public transit systems across the province, BC Transit needs to be able to make decisions that benefit the system as a whole, but it also needs to be accountable to both of its funding partners for those decisions.

Recognize The Role of Local Government in The Government Letter of Expectations

As a Crown corporation BC Transit takes its direction from, and reports to, the provincial government. The provincial government provides direction to BC Transit through an annual Government Letter of Expectations. The Letter of Expectations provides an opportunity for the provincial government to help reconstruct the partnership between BC Transit and local governments.

The Panel's review of the 2012-13 Letter of Expectations found that while the Letter clearly identified the Corporation's accountabilities to the provincial government, there were no corresponding accountabilities to local government.

The Letter also outlines government's responsibilities and accountabilities, again with no acknowledgement of local government as a funding partner. As such, there is no formal requirement for the provincial government to work with its funding partner to identify transit priorities or performance measures for public transit in British Columbia.

The Letter of Expectations sets the stage for the nature of the partnership between the provincial government and local governments in providing public transit in British Columbia. In order to modernize the partnership, the role of local governments must be recognized in the Letter of Expectations.

Recommendation 1

The Ministry of Transportation and Infrastructure should work with local governments with public transit services to develop the Government Letter of Expectations to BC Transit. The Letter of Expectations should clearly establish the roles, responsibilities and accountabilities of the provincial government, local governments and BC Transit.

Membership of the BC Transit Board Should be Reflective of the Partnership

The seven person Board of Directors of BC Transit is responsible for overseeing the management of the Corporation and implementing the Government Letter of Expectations for BC Transit. Members of the Board are appointed by Cabinet as outlined in the BC Transit Act. This authority for appointments recognizes the provincial role as a major funding partner for public transit and reinforces the accountability between the Province and BC Transit.

Local governments, as the other funding partner, have no input into who will represent them on the Board. While four members of the Board must be local government representatives under the Act, the local government members are appointed by Cabinet. As a result, the line of accountability flows between the Minister and the Board, and local governments are not recognized as full partners.

In a private company, the company's Board of Directors is appointed by the owners who have put equity into the company. With BC Transit, the provincial government and local governments contribute annual funding to support the operation of the public transit system. This annual funding contribution is arguably equivalent to the equity contribution in a private sector company and as a result all the funders should have input into the selection of the Board of Directors, and the Board should be accountable to all of its funding partners.

In its review of BC Transit's governance structure, the Review Panel referred to the Auditor General's review of BC Transit governance that was published in May 2012.¹⁹ The Auditor General noted some areas for improvement in the Board's composition, appointment process and governance practices. The Auditor General also found that some of government's performance expectations of BC Transit are not clearly defined, and expectations were not developed with adequate consultation with the Board and

¹⁹ Office of the Auditor General of British Columbia, Crown Agency Board Governance (Report 2: May 2012).

management. While the Panel agrees with the conclusions of the report, we would like to add the following observations.

We do not believe the seven person Board of Directors is of a sufficient size to allow for a committee structure to properly govern BC Transit's complex business. In addition, the Board's relatively small size may impact the ability to appoint Directors with the necessary set of skills to oversee a public transit company. In order to support effective governance of the organization, a robust Board skills matrix should be established to guide appointments to the Board of Directors. In addition to local government knowledge, the matrix should identify a set of preferred skills such as public transit expertise, board governance experience and marketing and finance skills.

Recommendation 2

The provincial government should increase the membership of the Board of Directors from seven to nine. While this recommendation requires legislative change, the following recommendation (Recommendation 3) can be implemented with either a seven or nine person Board.

Recommendation 3

Recognize the partnership for the delivery of public transit at the BC Transit Board. Specifically:

- i) The Board of BC Transit should provide local governments with a Board skills matrix to guide the selection of nominees to the Board.
- ii) The provincial government should revise the appointment process for the Board of Directors to allow local government to directly appoint representatives to the Board. Prior to legislative change Cabinet should accept nominations from local governments for appointment to the Board. A revised appointment process that would be consistent with existing legislation (current Board size) and an expanded Board under Recommendation 2 is outlined in the following table:

	Under Existing Legislation	With recommended legislative changes
Provincial government	Appoints three members including Chair.	Appoints four members including Chair.
Local government	Nominates two members from the Victoria Regional Transit Commission and two other elected local government representatives.	Appoints two members from the Victoria Regional Transit Commission and three other elected local government representatives.

- iii) It is common practice that elected officials do not sit on the boards of Crown agencies since their responsibilities as a Director may conflict with their accountabilities as an elected official. The Panel considered two options for the appointment of the local government representatives and did not reach a conclusion on a preferred approach. The pros and cons of each approach are identified in the following table:

	Pros	Cons
Option 1: Local government appointments may include sitting elected officials.	- Consistent with current practice. - Knowledge of current needs/interests of local government.	- Potential for high turnover due to local government election cycles. - Risk of conflict in balancing local interests with BC Transit interests.
Option 2: Local government appointments would exclude sitting elected officials.	- Provides continuity as appointments would not be tied to election cycle. - Director would not be tied to single community. - Easier to make appointments based on the skills matrix.	May not adequately represent local government interests.

- iv) Provincial government and local government Board appointments should be made on the basis of staggered terms to allow for Board continuity.
- v) The provincial government and local government should negotiate appointment guidelines to be consistent with standard board practices regarding appointments and terms. In order to implement these recommendations local governments would need to determine the appropriate body to coordinate the appointment process.

Adjust the Appointment Process for Transit Commissions

The BC Transit Act provides BC Transit with the authority to establish local transit commissions and regional transit commissions in areas where the same public transit system operates across local government boundaries. While the ability to establish commissions exists in legislation, the Victoria Regional Transit Commission is the only established transit commission in British Columbia²⁰, providing services to 350,000 residents in 13 municipalities in the Greater Victoria region. Under the S25 (2) of the BC Transit Act, BC Transit must provide technical staff to support commissions.

The establishment of commissions results in a number of efficiencies in providing public transit, from better regional planning, coordination of routes and fares, through to the creation of administrative efficiencies from the amalgamation of operator contracts. A benefit of establishing commissions is that transit service areas can be defined in a way that best serves transit service goals for transit users, as opposed to being fixed based on local government boundaries.

Under current legislation, regional commissions are also able to request that the Province introduce a fuel tax in the commission's transit service area to support the transit system. In addition they can establish a reserve fund to manage fluctuations in revenues from one year to the next. While many transit systems in British Columbia are local in nature, there are a number of areas that are moving towards regional transit delivery – for example, the Central Okanagan and Fraser Valley – that would benefit from the establishment of a regional commission.

While BC Transit has been encouraging the development of transit commissions none have been established since the Victoria Regional Transit Commission. The Panel found that a major disincentive for local government to support the creation of commissions is the loss of local control and local accountability. Under the Act, BC Transit may establish transit service areas for commissions, but the appointments to commissions are the responsibility of Cabinet. Local councils oppose the appointment authority of Cabinet and express concern that the members of commissions are not accountable to the local area. This concern was also expressed with regard to the governance of the Victoria Regional Transit Commission (see later section on the Victoria Regional Transit Commission).

²⁰-The only other commission in BC Transit history was the Vancouver Regional Transit Commission, also brought into creation in 1983 and folded in 1999 with the creation of TransLink. TransLink has different governance, funding and operating models as described in the Greater Vancouver Transportation Authority Amendment Act, 2007 and is outside the Terms of Reference for this review.

In order to encourage the creation of regional commissions, the BC Transit Act should be amended so that BC Transit may approve the establishment of commissions and local governments appoint members to the commission.

With regard to the BC Transit Act requirement that BC Transit provide “clerical and technical employees necessary to enable a commission to carry out its purposes and objects”²¹, the legislation should be changed to allow a commission that prefers to hire its own staff to do so.

Recommendation 4

The provincial government should amend the BC Transit Act to allow local government to appoint all members of a transit commission and allow the transit commission to hire its own clerical and technical staff. In the interim, Cabinet should accept nominations from local governments for appointment to transit commissions and BC Transit will continue to provide clerical and technical staff to transit commissions.

Strengthen Accountability Between the Partners

Reconstructing the partnership that delivers public transit in British Columbia is more than revising the governance structure. The organizations in the partnership must also be accountable to each other for their actions and decisions. While the focus of the Review Panel’s report is on the relationship between BC Transit and local governments, there is actually a three-level accountability relationship in the provision of public transit in British Columbia:

- Each of the partners is accountable to their own stakeholders;
- Each of the partners is responsible to each other; and,
- The partnership is accountable to the users of the transit system.

²¹-British Columbia Transit Act, 1996 (BC) S25 (2).

Table 4: Responsibilities in the Provision of Public Transit

MOTI

- Represents the provincial government
- Provincial policy
- Legislation
- Strategic Transportation Planning
- Cabinet appoints BC Transit Board
- Establishes expectations
- Approves Service Plan
- Approves regulations of the BC Transit Act
- Provides Provincial Share of Funding
- Cabinet appoints regional transit commissions
- Invests in the provincial highways system
- Planning and program development and implementation
- Approves BC Transit Capital Plan
- Approves BC Transit commercial activities

BC Transit

- System Planning
- Route Planning and Scheduling
- Fleet management (purchase, planning, maintenance, inspections)
- Fuel purchasing, parts purchasing, inventory control
- Capital planning and acquisition(facilities, land lease and purchase)
- Marketing and Branding
- Strategic planning/Transit Future Plans
- Hiring Operating companies/ contract management
- Performance reporting and monitoring
- Safety, training, security programs and policy
- Operate the Victoria Regional Transit System and support the Victoria Regional Transit Commission
- Province wide advertising contracts for buses

Local Government

- Community planning
- Approves land use
- Manage local transportation networks
- Set service levels, approve routes, set fares and property taxes
- Provides local input regarding community needs
- Provide bus stops/shelters
- Provides local share of funding

Table 4 outlines the current roles and responsibilities of MOTI, BC Transit, local government and transit operators. During the consultation process, the Review Panel found that there was a lack of understanding and clarity about some of the elements of each of the party's roles and responsibilities in the partnership. In addition, lines of accountability between the partners are not well defined, or even agreed upon.

Decision Making

Decision making responsibilities between BC Transit and local governments are not aligned in a way that places the risks and rewards of a decision on the appropriate organization. As a result BC Transit and local governments may not have the incentive to make decisions that would maximize benefits to the transit system. While BC Transit has taken a number of initiatives to improve the decision making process, these activities should be formalized with local governments. Examples of the misalignment of responsibilities include:

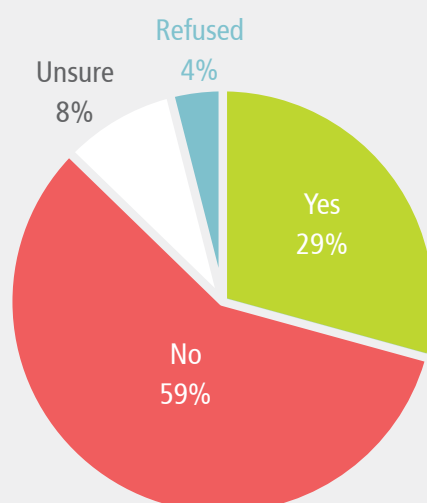
- Advertising revenues offset the local government contribution to local transit. This means that local governments have an incentive to increase advertising revenues in their communities. However, BC Transit manages the advertising for the entire fleet through the award of a province wide advertising contract. While a provincial contract may increase the advertising options for large advertisers, local governments with smaller systems did not feel that they have benefited from the contract as there is little incentive for the contract holder to sell advertising in smaller systems. This, in turn, reduces the opportunity to generate local advertising revenues for the system.
- Effective marketing and promotion helps to increase ridership, and offset local government costs to the transit system. There is a lack of a common understanding between BC Transit and local governments of their respective roles in marketing the transit system.

- Throughout the past two years, BC Transit has invested in branding and passenger information strategies to establish the BC Transit identity, including logo, livery and presentation format.²² A consistent brand helps BC Transit promote a provincial transit system, create economies of scale in marketing and promotions, creates efficiencies in producing communications materials for each of the many systems, ensures customers and stakeholders are treated consistently across the province and facilitates the management of the province-wide fleet. Local governments indicated that BC Transit's branding guidelines minimize the profile of local governments as a major funding partner and as a result make it more difficult to promote transit as a local service paid for by local citizens.
- The incentive for local governments to improve the efficiency of their local transit system is reduced because the financial risk of any decision is shared with BC Transit. BC Transit's contribution to local transit services is fixed in legislation. As a result, there is less local accountability for decisions that result in a poor use of provincial money.
- Replacement bus purchasing decisions made by BC Transit may not fully consider the fiscal status of local governments. This is in contrast to system expansion and other capital projects where local government signoff is required.
- The implementation of new fare boxes in the regions was done with limited consultation. Some local governments indicated that the fare boxes could not do the type of reporting that they expected, and would have preferred to have had the opportunity to discuss local government needs and technology options with BC Transit before the decision to purchase the fare boxes was made.

²²-BC Transit. Strategic Marketing Plan 2011/12 (July 2011).

As indicated in Figure 3²³, local governments do not believe they have an appropriate level of involvement in decisions made by BC Transit that impact local budgets.

Figure 3 - Do you have an appropriate level of involvement in decisions BC Transit makes that impact your budget?



The roles and responsibilities of the Ministry, BC Transit, local governments and operators should be clarified so that responsibility for a decision will rest with the organization most likely to benefit from, or suffer the consequences of, the decision. For example,

- The amount of funding that a local government must raise through property taxes to support public transit is offset by the amount of revenues generated by the local transit system. As a result, the local government receives the rewards of marketing and promotion activities that increase ridership and alternatively, bear the risks of ineffective local marketing. Local government should be responsible for local marketing and promotion designed to increase ridership. BC Transit's role should be to support local efforts by promoting brand awareness, providing templates for local marketing programs and conducting provincial marketing campaigns to increase the overall awareness of public transit.

- As advertising revenues also offset local government costs, BC Transit's advertising contracts should be structured to provide an incentive to advertising companies to sell in smaller markets or alternatively, allow smaller communities who are not benefiting from the provincial marketing contract to manage the selling of bus advertising for their system.

There are also decisions made by both local governments and BC Transit that have the potential to significantly impact the other party. For example:

- A local government decision on local service levels will guide BC Transit decisions on fleet management. The Panel heard an example of a local government committing to a service increase only to reverse that decision after BC Transit had incurred long-term debt to finance the purchase of new buses to support the service;
- BC Transit makes system wide decisions (such as bus replacements, new technology) that ultimately impact local government budgets across the system. BC Transit needs to ensure that it understands the impacts of these types of decisions on local governments and local governments need to understand the implications of system wide decisions on local transit budgets; and,
- BC Transit makes capital spending decisions (transit exchanges, bus depots) that support the operation of the transit system, but result in cost increases for local governments in that transit system.

Where a decision of a local government or BC Transit will result in an impact to the other partner, the party making the decision must ensure that an appropriate level of consultation has occurred and in some cases should seek the approval of the other party before making that decision.

In a number of cases, local governments indicated that BC Transit does not fully consider local knowledge and expertise in its service planning processes and decision making. Local governments indicated that in some cases, local input into routing decisions was ignored. This resulted in a decline in ridership that was predicted by the local government. In addition, many operating companies that deliver the service in

local communities have become larger and more sophisticated, and have professional operating and planning expertise that can assist BC Transit and local governments to deliver efficient transit services to their customers. Further, since these companies operate locally they can provide insight into local demands, needs, and operating conditions.

BC Transit should ensure that it engages with and considers the input of local governments and transit operating companies in route planning and scheduling activities. In this way, BC Transit, local governments and operating companies will build on each organization's strengths, knowledge and expertise with the ultimate goal of improving transit services to the local communities which they serve.

Finally, the provincial government, through provincial transportation policy, also makes decisions that impact the provision of public transit. For example, the Provincial Transit Plan has goals on public transit ridership and mode share that influence the design and operation of local transit systems. Many local government objectives also focus on ensuring transit services are available to all citizens regardless of where they live in the community. The Province should consult with local government when developing public transit policies that may have an impact on the partnership.

Recommendation 5

Local government and BC Transit decision making authority should rest with the partner that bears the consequences or benefits of any decision. Where a decision of one partner will have an impact on the other partner, consultation should occur:

- i) The BC Transit Board should ensure that BC Transit decision making explicitly considers the impact on local governments and should ideally include a mechanism for local government sign off. For example, the BC Transit Board told the Panel that all decisions of the BC Transit Board that have capital cost implications for an individual transit system must have local government approval. BC Transit should ensure that all local governments are aware of this policy.
- ii) The BC Transit Board should ensure that any system wide capital spending decisions made by the BC Transit Board has input from an advisory panel consisting of local government representatives.

- iii) Local governments should provide sufficient notice to BC Transit on service adjustments so that the financial consequences of that decision are appropriately shared between the partners.
- iv) The Province should consult with local governments on provincial public transit policy.
- v) BC Transit should ensure that it engages with and considers the input of local governments and transit operating companies in route planning and scheduling activities.

To be clear, no changes in decision making authority are proposed but improvements in process are required.

Recommendation 6

Local government should involve BC Transit in key planning issues and invite BC Transit to participate in official community planning processes. Local governments should provide BC Transit with information regarding decisions that may impact public transit including:

- Long term municipal transit budgets;
- Land use planning; and,
- Transportation planning and zoning decisions that will result in developments that will require transit services, or impact the ability to deliver public transit.

These requirements should be outlined in operating agreements between BC Transit and local governments.

Communications

Inconsistent communication between BC Transit and local government was one of the main themes heard by the Panel during the review process and was one of the more difficult topics for the Panel to assess.

In spite of BC Transit's efforts to improve its relationship with local government the Panel heard a variety of perspectives on the status of communications between BC Transit and local governments. As illustrated in Figure 4²⁴, only 42% of the local governments surveyed by the Review Panel felt that there is good communication between BC Transit and local governments. Likewise, local governments felt the quality and timeliness of information received from BC Transit needed improvement (Figure 5)²⁵.

Figure 4: Quality of Communications with BC Transit

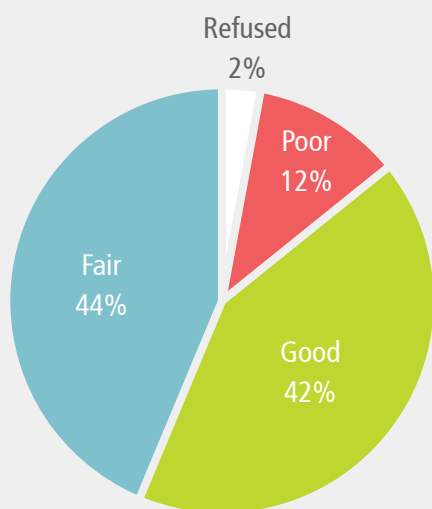
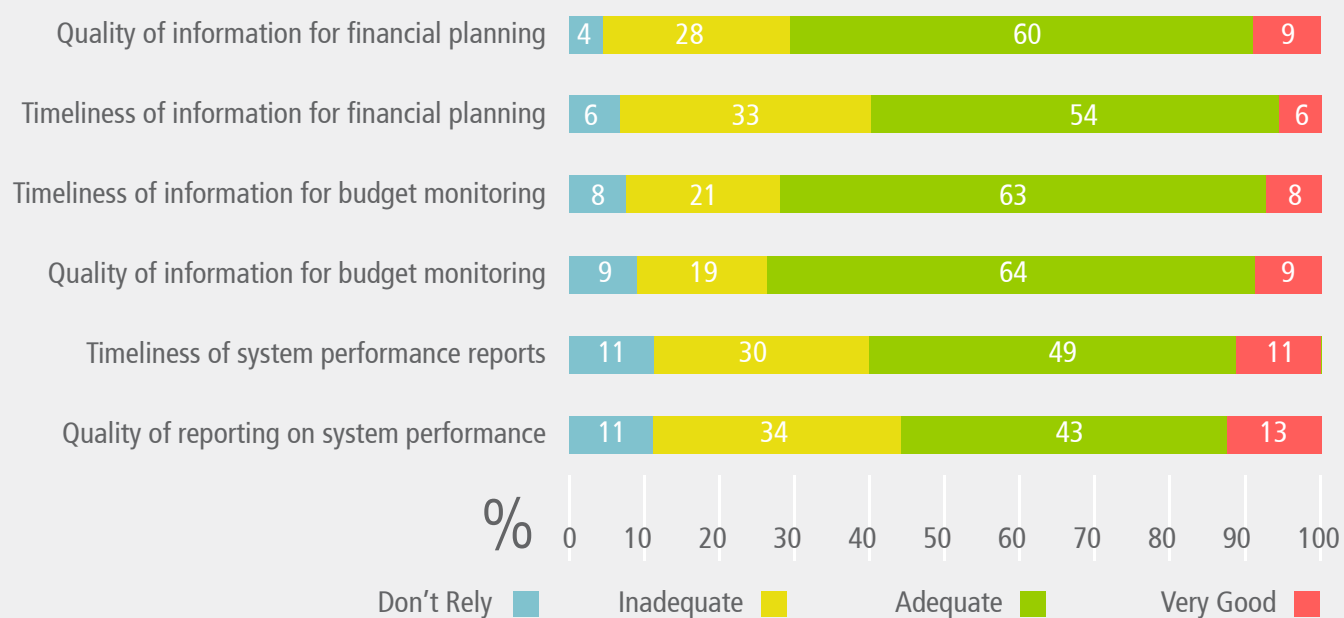


Figure 5: Quality and Timeliness of Information from BC Transit



The Panel found that:

- The capacity of local governments to understand and interpret the information provided to them varied widely;
- Different local governments had different information requirements and while they were receiving information from BC Transit it was perceived as either too much, or not enough;
- Information provided by BC Transit was not always making it past local government staff to local councils; and,
- Local governments had differing expectations on when and how often information should be received.

BC Transit also expressed challenges in communication. For example:

- The Province does not include BC Transit in the early planning stages for major provincial facilities (i.e. the establishment of UBC Okanagan, the University of Northern BC, Fort St. John Hospital or local developments).
- The transportation and transit implications of land use decisions are significant, and local governments do not always include BC Transit in community planning initiatives and, as a result, do not always consider transit when approving major developments.
- Although responsible for transit capital assets, BC Transit is not consulted when local government implement transit projects (such as bus purchase) using the federal gas tax, which results in funding and program confusion. Because they have not been in close communication with BC Transit about these buses, neither BC Transit or local governments are prepared for the cost of bus replacement once the asset's operational life is over.

The panel observed that communications between the Ministry and BC Transit regarding the implementation of the Provincial Transit Plan was ambiguous. The Panel received conflicting views from the Ministry and BC Transit on the role of BC Transit in supporting the Provincial Transit Plan. In addition as noted previously, there does not appear to be any direct communication by the Ministry of Transportation and Infrastructure to local governments on transit issues.

BC Transit should continue to make improvements to its communications processes with local governments. It should jointly work with local government to identify information requirements to help them manage their transit services and maintain accountability to local citizens.

Recommendation 7

BC Transit should develop a strategic communications plan that includes provincial government, BC Transit and local government strategic goals for transit and share the plan with local governments. The plan should outline key dates and timelines for provincial government, BC Transit and local government decision making processes.

Recommendation 8

The Ministry of Transportation and Infrastructure should provide BC Transit with clear direction on its role in implementing the Provincial Transit Plan.

Additional recommendations to strengthen communications are found in the following section.

Operating Agreements

The detailed roles, responsibilities and accountabilities of actually delivering public transit services are contained in a number of agreements between BC Transit, local governments and transit operating companies. While the operating agreements provide a foundation for the provision of the transit service they do not adequately reflect accountabilities between the partners and create an administrative burden that should be addressed including:

1. Accountability

The Panel has made a number of recommendations in this report designed to improve information sharing and communication between local governments and BC Transit that should be included in operating agreements. While operating agreements outline some accountability between the partners, operating agreements do not include agreed upon guidelines and timelines on:

- The involvement of BC Transit in local government planning processes that may impact public transit;
- Sufficient requirements for the provision of financial information including debt servicing costs; and,
- Accountability for the impact of financial decisions that may impact the other partner.

In addition, BC Transit and local governments do not operate on the same fiscal year. In order to ensure financial transparency, BC Transit should provide financial information to local governments based on the local government fiscal year.

2. Multi-Year Agreements

The BC Transit Act and Regulations specify a requirement for Annual Operating Agreements. Multi-year agreements, especially for smaller, stable transit services would reduce administrative effort and provide greater certainty to BC Transit and those communities.

3. Fewer Agreements

The number and structure of the various operating agreements required to provide transit services is overly complex and administratively inefficient. BC Transit must currently negotiate a number of separate agreements to provide public transit in a community:

- Transit Service Agreements between BC Transit and local government partners outline general roles and responsibilities and establish the Transit Service Area;
- Annual Operating Agreements set annual budgets and service levels, and must be negotiated annually between BC Transit, local governments and operators, including separate AOAs for conventional and custom transit services.
- Separate Master Operating Agreements are negotiated between BC Transit, local governments and operating companies for conventional and custom transit services, and contain the bulk of the requirements of the operating company in delivering transit services.

For example, the Kelowna Regional Transit system is funded by BC Transit, the City of Kelowna, the District of West Kelowna, the District of Lake Country, the Westbank First Nation and the Central Okanagan Regional District and is operated by FirstCanada ULC. In order to operate this system, BC Transit must have a Transit Service Agreement with each area government (five agreements), a three party AOA with each area government and the operating company, First Canada ULC (up to five agreements for conventional services and up to five agreements for custom services), and every year negotiate an AOA with each area government and First Canada ULC (up to five agreements for conventional services and up to five agreements for custom services) in order to operate one transit system.

The effectiveness of the program would be improved by reducing the number of agreements required by negotiating a single service agreement for all services between BC Transit and each local government. BC Transit would have a separate operating agreement with the transit operating company. Using the Central Okanagan as an example, this change could reduce the number of agreements between BC Transit, area governments and the operating company from twenty five to six.

Service agreements with local government would define routes, service levels, fares and budget expectations. BC Transit would then implement the service directly or through agreements with operating agencies. Benefits include:

- One transit budget for local government: In some locations, several approvals are required because different services are operated by different companies, requiring separate three party agreements. A single service agreement would allow local government to consider all transit services in a coordinated manner.
- Improved administration: The three party requirements (combined with the lack of centralized local government decision-making structures) results in a proliferation of agreements. Separating the service agreements from operating contracts would reduce the administrative burden on BC Transit, local government and transit management companies.
- Clarified roles and responsibilities: The existing three party agreements are confusing with regard to the roles and responsibilities of the respective parties.

Recommendation 9

BC Transit and local governments should enhance accountability in operating agreements. While some roles and responsibilities are contained in existing Master Operating Agreements and Annual Operating Agreements, accountabilities could be strengthened by:

- Establishing information sharing requirements appropriate for all partners in operating agreements, including timelines and dates, performance measures (see Recommendation 13) and local government planning (see Recommendation 6);
- Establishing local government financial accountability for service decisions that result in costs that must be covered by BC Transit (see Recommendation 5);
- Improving transparency by including the provincial share of debt servicing costs; and,
- Committing BC Transit to provide financial information to local governments based on the calendar year.

Recommendation 10

The provincial government should amend the BC Transit Act and Regulation to enable multi-year operating agreements.

Recommendation 11

The provincial government should amend the BC Transit Act and Regulation to require only one agreement between local governments and BC Transit and one operating agreement between BC Transit and a transit operating company for each transit service area.

System Performance

For a transit system to be successful it is important that transit service standards be established and that system performance is monitored. Transit service standards define the level of transit service which will be provided in the community and, as a result, help to define the role of public transit within a community. Typical transit service standards include:

- **Universality of access.** Identifies the maximum distance any person in a community will be from public transit services (i.e. public transit will be provided within 400 metres of all residences in the community). Regardless of where citizens live and regardless of how often they use the service, this level of access will be provided. In addition, this service standard is often used to address how soon service is provided into developing neighbourhoods.
- **Hours of service.** Identifies which days of the week, and between what hours of the day public transit is provided.
- **Frequency of service.** Identifies the minimum service interval (i.e. hourly, every 30 minutes, every 15 minutes, etc.).

These base service standards address the overarching social objective of a public transit system to provide access for all, throughout the community.

Over and above those basic standards, there are usually service standards which address other transit system objectives such as attracting new riders, offering an

alternative to the automobile or contributing to community sustainability and mobility objectives. These standards provide guidance on how and when to increase the amount of transit services by increasing frequency, decreasing walking distances, or decreasing the travel time by public transit, all of which make the service more attractive to new customers.

Service standards have been in place in Prince George for several years and BC Transit will be engaging the Victoria Regional Transit Commission to develop service standards in 2012. In our review, however, we found that few, if any other communities in BC have developed official service standards for their transit system.

The panel encourages BC Transit and its municipal partners to engage in developing service standards for local transit systems such that the service is designed to meet local objectives, and monitored to evaluate the results.

Service standards help a community balance two key objectives – accessibility for all, and increasing ridership. While setting service standards contributes to the design of a transit system that will meet a community's ridership and social objectives, monitoring and reporting out on system performance against the desired service standards helps to determine the success of their public transit system.

BC Transit is accountable to local councils for the efficient and effective operation of local transit systems. Local councils, in turn are accountable to local taxpayers and transit users for their role in the delivery of public transit. In order to demonstrate that accountability, local governments need clear, concise and understandable information on system performance.

Political representatives who need to demonstrate the value of public transit to their citizens have different information needs than local government staff that are responsible for planning and day to day operations of the transit system. The Panel identified seven key performance measures that measured over time will assist local councils to evaluate the effectiveness and efficiency of the local transit system, and recommends that BC Transit regularly provide local government comparisons based on these performance measures with transit systems in other communities:

1. Total annual system ridership, which is a measurement of the success of the service;
2. Cost per capita measures the level of financial commitment to public transit by BC Transit and local government;
3. Passengers per capita demonstrates the success of the transit system in attracting ridership;
4. Service hours per capita demonstrates the amount of service provided in the transit system;
5. Cost per hour demonstrates the efficiency of a transit system in providing services;
6. Cost per rider demonstrates the effectiveness of a transit system in providing services to its target population; and,
7. Revenue to cost ratio illustrates the self-sufficiency and financial performance of the transit system.

BC Transit should be providing this information on an individual community basis to each local council at least on a semi annual basis.

Local government staff who are dealing with the planning and operation of the transit system need more detailed information. For example, detailed route information is required to assess how parts of the public transit system are working, and to allow communities to reallocate service hours to efficiently operate the system. However, the size of the public transit system and capacity of the local government to interpret detailed system information varies widely, so there does not appear to be a single set of information that will work to meet the needs of all local governments.

BC Transit is already moving towards providing local governments with improved performance information. In 2011, BC Transit began providing local governments with Annual Performance Summaries of the local transit systems. While these performance summaries are an improvement, they should be expanded to include the performance measures identified by the Panel. BC Transit should continue this initiative and should continue to work with local governments to fine tune their information needs. Appendix D lists the suggested types and levels of information that local government staff may wish to request from BC Transit in order to monitor their local system's performance. BC Transit should not be expected to produce unique reports for each community but should develop several templates which communities could choose from.

Recommendation 12

BC Transit should work with local governments to set appropriate service standards for each transit system and provide annual data on system and route performance.

Recommendation 13

BC Transit should provide reports to Councils and Regional District Boards at least twice a year on: system ridership; cost per capita; passengers per capita; service hours per capita; cost per hour; cost per rider; and, revenue cost ratio. BC Transit should also provide each local Council and Board comparisons with peers and performance over time for each of these measures.

Recommendation 14

BC Transit should develop, in partnership with local government staff, performance reporting templates which meet local government staff needs. Sample templates are provided for discussion in Appendix D.

Demonstrate Value for Money

BC Transit provides a range of shared services that benefit all of the transit systems in the province. The shared services model:

- Pools expertise and capacity in areas such as planning and financial monitoring;
- Provides an opportunity to lower costs through bulk purchase of supplies and assets, such as fuel and vehicles;
- Provides a framework to oversee and invest in transit on a provincial scale;
- Provides efficiencies in contract management for public transit operators; and,
- Manages the distribution of provincial government funding.

BC Transit provides shared services in a number of functional areas: planning and

operations; scheduling; finance; human resources/safety/training/security; marketing and media relations; fleet and facility engineering and services; information technology; environment; procurement; management of the capital program; and, governance. BC Transit indicates that since it is responsible for public transit throughout the province, it achieves economies of scale in fuel and capital purchasing that results in an overall benefit to all of the transit systems. Examples cited by BC Transit include:

- BC Transit estimates that it saves in the neighborhood of 25-30% on fuel costs;
- BC Transit indicated that it achieved a savings of 8-9% on a recent bus purchase due to volume discounts it can achieve versus smaller purchasers.

Under the BC Transit Regulation, BC Transit may charge the local government an amount to cover BC Transit's operating costs not exceeding 8% of the direct operating costs payable under an annual operating agreement.²⁶

In 2011, BC Transit engaged KPMG to conduct an independent review of BC Transit's management services cost allocation process. The review found that since 2003/04, BC Transit's shared service costs have grown at 13.7% per annum, a faster rate than the increase in Direct Operating Expenses, which grew at 10.6% per annum. The increase in shared service costs reflects an internal trend towards increasing the range and extent of shared management services.²⁷

KPMG also noted that BC Transit's costs for the provision of services outside of the Victoria Regional Transit System were in fact being absorbed by the Victoria system. In an effort to address this inequity, BC Transit began to reallocate costs which have resulted in an increase in shared services charges for systems outside of Greater Victoria.

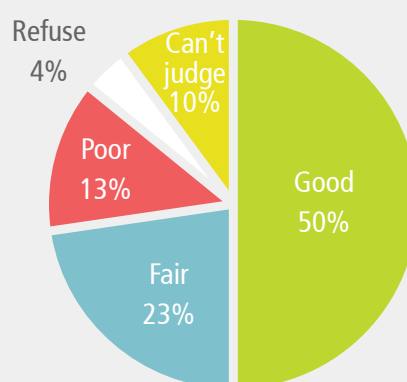
Local governments have expressed concern regarding the rapidly increasing costs of providing transit in their communities. There does not seem to be a common understanding among local governments as to the background on the increase in administrative charges, the reallocation of costs from the Victoria system or the functions covered by the fees.

²⁶-British Columbia Transit Regulation (B.C.Reg.30/91) S8 (1) (a) (iv).

²⁷-KPMG, BC Transit Management Services Cost Allocation Process, January 17, 2011, p.1.

Only 50% of local governments feel that they receive “value for money” for the services they receive from BC Transit (Figure 6)²⁸. Some local governments indicated that they do not receive enough information on shared service costs or capital purchases to demonstrate the “value for money.” This information gap, tied with increased costs, leads to a perception that local government is not receiving sufficient value from the shared services being provided by BC Transit and as a result, many local governments indicated that they have built capacity and/or want to take over some of the planning functions of BC Transit.

Figure 6: Value for Money



One of the issues frequently raised by local governments was BC Transit’s fleet management program. BC Transit has prepared a comprehensive asset management plan for all of its buses. This plan includes basic fleet maintenance programs (such as preventive maintenance, regular inspections, etc.), and identifies all major repairs (such as mid-life refurbishments) and component replacements (transmissions, engines and differentials, referred to as “TEDs”) which should be scheduled during the life of each vehicle. In addition, BC Transit has identified when each vehicle should be removed from service and replaced.

²⁸-Dialogue Research. BC Transit Independent Review Panel. Funding Partner Survey – Summary Report and Methods (June 29, 2012) p.15.

BC Transit's asset management plan is one of the foundations of the BC Transit budget.

In the past, BC Transit's asset management practices led to cost "spikes" that were passed on to local governments as a result of fleet maintenance and replacement activities. Under BC Transit's previous asset management strategy, when significant bus maintenance occurred, it was charged to the transit system where the bus was currently located, even if the bus had spent most of its service life in another community. As a result, fleet maintenance costs were not being correctly attributed to the transit system where the majority of the wear and tear on a vehicle had actually occurred.

BC Transit has recognized this problem and introduced the concept of "componentization." Major costs for each new vehicle, including mid-life refurbishments and TEDs are now factored into the capital costs of the vehicle and amortized over the life of the bus. In this way, municipalities should no longer experience significant spikes in their lease fees because of when the maintenance work is conducted.

A challenge with the implementation of the componentization program is that maintenance activities on vehicles purchased before componentization will still result in spikes in costs as the mid-life refurbishments and TEDs are conducted. However, once the TED is replaced, it becomes part of the componentization plan.

The Panel has concluded that the asset management plan of BC Transit follows generally accepted asset management principles. We have further concluded that, over time, the componentization plan will "smooth out" vehicle maintenance expenditures, with less spiking of costs from one year to another.

It is further recognized that BC Transit now includes its major repair and TED plans as part of the three year budget initiative.

However, there is a definite lack of understanding by local government of the BC Transit fleet management plan. Therefore, the Panel has concluded that BC Transit needs to more thoroughly explain their vehicle asset management plan to local government.

Recommendation 15

BC Transit should report in detail annually to local government on its administration costs, its fleet management activities and the benefits it provides from centralized purchasing in comparison to other transit systems across Canada.

Other Issues

During its review the Panel identified a number of issues either in legislation or practice which contributed to administrative inefficiencies in BC Transit operations. While not directly related to our conclusions above, these inefficiencies ultimately consume financial resources that would be better spent on providing public transit services. The Panel believes these issues should be addressed to support the efficient operation of the public transit system. These include:

1. Commercial Revenue

Currently, when BC Transit wishes to pursue a commercial opportunity such as leasing out a maintenance facility to a private bus company it must seek Ministerial approval. This leads to inefficiencies as each opportunity requires an individual assessment and BC Transit's experience is that there is a delayed approval process. As a Crown corporation BC Transit should not be entering into commercial ventures that would result in it directly competing with the private sector. However where there are opportunities to create operational efficiencies and maximize the use of BC Transit facilities commercial ventures may be warranted. In order to simplify the process, the Board of BC Transit should have the authority to authorize commercial revenue activities within a framework established by the Provincial government rather than having each commercial opportunity evaluated by the Minister individually.

2. Capital Project Approval

The Provincial government should provide BC Transit its capital funding through the established Service Plan process with output targets. Once established, the Board of BC Transit should have full authority to approve projects within that funding plan. The present process has confused responsibilities and accountability and duplicates effort. This leads to confused communication between BC Transit and local governments.

3. Intercity travel

Demand for intercity travel is increasing due to the centralization of health, education and social services while at the same time private service provision is decreasing.

Examples include:

- Cowichan Valley-Victoria;
- Vernon-UBC Okanagan;
- Squamish-Whistler;
- Abbotsford-Mission;
- Cowichan Valley (Ladysmith)-Nanaimo; and,
- Transportation to regional health services.

BC Transit needs a mechanism and the authority to reach multi party agreements for intercity routes.

Recommendation 16:

The provincial government should provide the Board of BC Transit with the authority to authorize commercial revenue activities within an established framework.

Recommendation 17:

The provincial government should provide BC Transit its capital funding through the established service plan process with output targets.

Recommendation 18:

The provincial government should develop a policy framework for intercity routes among multiple jurisdictions and if required amend the BC Transit Act and Regulation to provide for a stable mechanism to implement these routes.

Victoria Regional Transit Commission

The Victoria Regional Transit Commission is the only regional commission in operation in British Columbia. The Transit Commission was created in 1983 when local government responsibility for the public transit system was moved from the Capital Regional District (CRD) to the Transit Commission in order to improve efficiency of decision making, costs and effectiveness²⁹.

The seven member Commission is appointed by the Cabinet, which must select:

- 1) the Mayor of the City of Victoria;
- 2) a Councillor from the City of Victoria;
- 3) the Mayor of the District of Saanich;
- 4) a Councillor from the District of Saanich;
- 5) the Mayor of Esquimalt or Oak Bay;
- 6) one of the Mayor of Sidney; the Mayor of North Saanich; or, the Mayor of Central Saanich;
- 7) one of the Mayor of Colwood; the Mayor of Metchosin; the Mayor of View Royal; the Mayor of Langford; the Mayor of the Highlands; the Mayor of Sooke; or, the electoral area director of the Juan de Fuca electoral area³⁰.

Local government responsibilities for the Victoria Regional Transit System are held by the Victoria Regional Transit Commission including approving service plans, routes and local taxation and endorsing capital initiatives to improve transit service. The Commission does not have its own staff, and staff support is provided by BC Transit staff.

²⁹-McCarthy (1983, October 20). "Estimates: Ministry of Human Resources." British Columbia. Legislative Assembly. Official Report of the Debates of the Legislative Assembly (Hansard). 33rd Parliament, 1st Session. Retrieved from http://www.leg.bc.ca/hansard/33rd1st/33p_01s_831020p.htm#02914.
³⁰-British Columbia Transit Act, 1996 (BC) S25 (1).

As outlined in Table 1 on page 13, the sharing of costs for the funding of the Victoria Regional Transit System is different than for other transit systems. In addition, the Victoria Regional Transit System is the only transit system that is partially funded through a fuel tax, which contributes to the local government share of costs.

While the CRD population has changed significantly since the Commission was created in 1983, the makeup of the Commission as established in legislation has not. One of the concerns expressed by communities on the Westshore³¹ is that while population growth in the CRD is focussed in the Westshore, the makeup of the commission favours municipalities in the central core. As outlined in Table 5³² the population in the Westshore (including Sooke) has increased by almost 19,000 since 1996, while the rest of the region's population has only increased by 8,000. The high growth rate on the Westshore is anticipated to continue with the CRD estimating a doubling of the Westshore population by 2026.³³

Table 5: Population Increase in the CRD

Municipality	1996	2011	% change (1996-2011)
Central Saanich	15,125	15,936	5.36%
Colwood	14,384	16,093	11.88%
Esquimalt	16,820	16,209	-3.63%
Highlands	1,479	2,120	43.34%
Langford	18,206	29,228	60.54%
Metchosin	4,890	4,803	-1.78%
North Saanich	10,750	11,089	3.15%
Oak Bay	18,457	18,015	-2.39%
Saanich	105,253	109,752	4.27%
Sidney	11,062	11,178	1.05%
Sooke	8,783	11,435	30.19%
Victoria	76,678	80,017	4.35%
View Royal	6,690	9,381	40.22%

³¹-The Westshore is composed of the communities of Colwood, Langford, View Royal, Metchosin, and the Highlands.

³²-BC Development Region, Regional District and Municipal Population Estimates 1996-2006. Demographic Analysis Section, BC Stats, Government of British Columbia. January 2009.

Census 2011 – Population and Housing – Municipalities By Regional District. BC Stats, Government of British Columbia.

³³-Population Forecast, 2026, Capital Region. Capital Regional District, Regional Planning Services, March 2001.

Some municipalities in the Greater Victoria area told the Panel that the Victoria Regional Transit Commission does not adequately represent local governments in the CRD. The concerns of the municipal representatives include:

- The Commission has representation from five of the municipalities, yet makes decisions that impact taxation rates in all municipalities;
- Appointments to the Victoria Regional Transit Commission are made by Cabinet, and not the local governments within the CRD;
- Regional planning undertaken by the CRD is not sufficiently integrated with the transit planning undertaken by BC Transit and the Commission; and,
- The Commission has no independent staff or resources to assist members to make the decisions they are asked to make.

The CRD proposed that the responsibilities of the Commission be transferred to the CRD. During discussions with the CRD Board they indicated that they would likely establish a transit committee if responsibility for transit moved to the CRD. In our discussions with local government representatives in the CRD, it was clear that not all local governments fully support the transfer of transit responsibilities to the CRD. Under our terms of reference the Panel was tasked to identify the pros and cons of implementing this request.

The Review Panel has identified the pros and cons of transferring public transit responsibilities to the CRD and compared this option with the pros and cons of remaining with the current governance structure. In addition, the Panel has made recommendations in this report that would result in local governments being responsible for appointments to regional transit commissions. As a result, the Panel has also identified the pros and cons of responsibility remaining with the Victoria Regional Transit Commission, but with members appointed by local governments, and without the membership as prescribed in the current legislation. Under this option the size of the Victoria Regional Transit Commission could be expanded, although the Panel would not recommend a commission larger than 11 members. Both the CRD option and the Panel's revised appointment process would require changes to existing legislation.

The Panel focussed on three main areas in our assessment: governance; service planning; and, decision making. In assessing these areas the panel first identified governance principles and objectives and then compared these to each option. The following table outlines the Panel's conclusions.

Accountability

Local governments are accountable to the citizens of their communities for the services they provide and the costs of those services. Transit is funded through the imposition of property taxes and elected representatives have an obligation to make informed, transparent decisions when making spending decisions for their communities.

OPTION 1:

Status quo.
Governance by the Victoria Regional Transit Commission

PRO:

- Long track record of improving transit throughout the service area.
- The Victoria Regional Transit System service area is based on transit service needs.
- **CON:** The Victoria Regional Transit Commission only has representation from five communities, yet determines transit service levels and approves budgets that impact property taxes in all municipalities that receive transit services.
- The structure of the Victoria Regional Transit Commission as established in legislation does not reflect population growth patterns in the region.

OPTION 2:

Governance by the Victoria Regional Transit Commission with members appointed by local government

PRO:

- Appointments would be selected by local governments in the region to represent their interests.
- The Victoria Regional Transit System service area is based on transit service needs.
- A larger commission would allow better representation from CRD member municipalities.
- **CON:** An 11 member Commission made up of local government nominees would not have direct representation from all local governments.
- The appointment process by local governments for members would have to be determined.

OPTION 3:

Governance by the CRD

PRO:

- The CRD Board has representation from all local municipalities and the Juan de Fuca electoral area.
- The CRD governance structure provides a weighted representative decision making model that is more representative and equitable than the Commission.
- **CON:** CRD governance model is based on current population whereas transit investment is in part focussed on future population growth.
- CRD boundaries are not the same as the Victoria Regional Transit System.

In an election year, existing municipal directors may potentially lose their positions. A governance structure should provide the organization with the ability to make efficient and timely decisions even during a time of external or internal change. Continuity of experience and leadership and predictable and orderly transitions are very important attributes of any governing body.

OPTION 1:

Status quo.
Governance by the Victoria Regional Transit Commission

PRO:

- The Commission is provided with staff support by BC Transit, which means that knowledge on transit issues is maintained throughout the electoral process.

CON:

- The smaller number of members on the commission make it more susceptible to electoral losses than the larger CRD Board.
- Replacements are appointed by Cabinet which means the timing of replacements is at the discretion of the provincial government.
- The turnover of a large number of members may result in the new appointments not being fully versed in transit issues, which may result in a longer transition period.

OPTION 2:

Governance by the Victoria Regional Transit Commission with members appointed by local government

PRO:

- As Cabinet would no longer hold authority for appointments, local government would have the opportunity fill vacancies quickly.
- The Commission is provided with staff support by BC Transit, which means that knowledge on transit issues is maintained throughout the electoral process.

CON:

- The smaller number of members on the commission make it more susceptible to electoral losses than the larger CRD Board.

OPTION 3:

Governance by the CRD

PRO:

- The CRDs board structure results in a higher number of representatives which reduces the likelihood of an election resulting in wholesale change to its membership.
- The CRD's in house staff support also means that knowledge on transit issues is maintained during transition periods, which should limit the impact of a change in membership.

Governance

Strategic Vision

Transit planning is one part of regional transportation and land use planning. Regional transportation and land use decisions should be integrated with transit planning to allow local governments to implement their community vision.

OPTION 1:

Status quo.
Governance by the Victoria Regional Transit Commission

CON:

- The Victoria Regional Transit Commission is only responsible for transit planning and setting fares and service levels. There is inadequate communication between the Victoria Regional Transit Commission and CRD on transportation planning.

OPTION 2:

Governance by the Victoria Regional Transit Commission with members appointed by local government

PRO:

- Local government appointments to the Commission should reflect the strategic priorities of the region, and should help to provide a link between transit planning and regional planning.

CON:

- There would be no formal connection between transit planning and transportation (as is the case with the current Commission).

OPTION 3:

Governance by the CRD

PRO:

- Responsibility for transit planning and regional planning would be hosted within the same organization, which should result in a more integrated approach to regional planning.

Performance

Once the strategic vision for the region has been set, the governance structure should be able to implement the transit component of that vision. This involves:

- Identifying 5-10 year operating and capital requirements to implement the vision;
- Rolling three year plans to identify routes and rates;
- Approving annual budgets and services plan to implement the three year plan;
- Monitoring performance and outcomes against approved plans and budgets.

OPTION 1:

Status quo.
Governance by the Victoria Regional Transit Commission

PRO:

- Staff support provided by BC Transit has the capacity to undertake these functions.

OPTION 2:

Governance by the Victoria Regional Transit Commission with members appointed by local government

PRO:

- Staff support provided by BC Transit has the capacity to undertake these functions.

OPTION 3:

Governance by the CRD

CON:

- CRD would have to develop transit expertise.
- CRD has multiple priorities.

Service Planning

The governance structure considers the views of all local governments that will be impacted by a decision. This would include:

- Seeking input into a decision;
- Providing the necessary information to make an informed decision or recommendation;
- Providing the opportunity for feedback and fair consideration of that feedback before making a decision.

OPTION 1:

Status quo.
Governance by the Victoria
Regional Transit Commission

CON:

- The Victoria Regional Transit Commission does not have representation from all local governments in the CRD.
- The current legislative appointment framework may not adequately represent areas that have experienced significant growth since 1983.

OPTION 2:

Governance by the Victoria
Regional Transit Commission
with members appointed by
local government

PRO:

- Because local government selects the appointments to the commission, the Commission should better represent the broader community interests.
- Local governments can select members based on regional priorities (i.e. membership from fast growing communities).

CON:

- The Victoria Regional Transit Commission will not have representation from all local governments in the CRD.

OPTION 3:

Governance by the CRD

PRO:

- All local governments in the CRD are represented at CRD table.

Transparency

Decision making processes are transparent when roles and authorities are clearly defined. It is important that those impacted know the costs, options and implications of a decision. In order to be transparent enough information must be provided to make informed decisions.

OPTION 1:

Status quo.
Governance by the Victoria
Regional Transit Commission

No Difference.

OPTION 2:

Governance by the Victoria
Regional Transit Commission
with members appointed by
local government

No Difference

OPTION 3:

Governance by the CRD

No Difference

Knowledgeable

Informed decision making requires staff support that is knowledgeable and has the expertise required to provide appropriate advice to the transit governance structure.

OPTION 1:

Status quo.
Governance by the Victoria
Regional Transit Commission

- PRO:**
- BC Transit will continue to provide professional staff support to the Commission as required under legislation.

OPTION 2:

Governance by the Victoria
Regional Transit Commission
with members appointed by
local government

- PRO:**
- If the Panel's Recommendation 4 is adopted there is the option for the commission to appoint its own staff or continue using BC Transit.

OPTION 3:

Governance by the CRD

- PRO:**
- CRD has some transportation planning staff.
- CON:**
- The CRD would likely need to secure additional resources to provide adequate support.

Impartiality

Impartial advice is a key component of public sector decision making. The governance structure must have staff to support Commission members to make decisions. Staff must perform, and be perceived to perform, their duties in an impartial manner.

OPTION 1:
Status quo.
Governance by the Victoria Regional Transit Commission

OPTION 2:
Governance by the Victoria Regional Transit Commission with members appointed by local government

OPTION 3:
Governance by the CRD

CON:

- As the operator, BC Transit is providing advice to the commission on the efficiency, effectiveness and performance of its own activities. There is the potential that this advice may not be impartial.

PRO:

- If the Panel's Recommendation 4 is adopted there is the option for the commission to appoint its own staff or continue using BC Transit staff.

PRO:

- The CRD has existing staff resources which can provide independent advice to the Board on transit issues.

Effective and Efficient

Effective decision making includes the ability to make decisions to the benefit of the broader region, and to make decisions in a timely way.

OPTION 1:
Status quo.
Governance by the Victoria Regional Transit Commission

OPTION 2:
Governance by the Victoria Regional Transit Commission with members appointed by local government

OPTION 3:
Governance by the CRD

PRO:

- The Victoria Regional Transit Commission has a track record of serving the broader region and timely decision making.

PRO:

- This governance structure maintains a small effective and efficient decision making structure.

PRO:

- The CRD has demonstrated that its members can reach consensus on key issues.

CON:

- There is the potential that reaching consensus on decisions may be more difficult and may not be as timely as with a smaller Commission.

Decision
Making

Delivering Performance

Public transit is a service that is subject to consumer choice and many consumers have other transportation options. Decision making needs to focus on increasing ridership, improving performance and running an efficient transit system.

OPTION 1:

Status quo.
Governance by the Victoria
Regional Transit Commission

PRO:

- With responsibility for only one business, the Commission can focus exclusively on transit issues and make timely decisions.

CON:

- Some decisions may not take the larger transportation picture into account.

OPTION 2:

Governance by the Victoria
Regional Transit Commission
with members appointed by
local government

PRO:

- With responsibility for only one business, the Commission can focus exclusively on transit issues and make timely decisions.

CON:

- Some decisions may not take the larger transportation picture into account.

OPTION 3:

Governance by the CRD

PRO:

- CRD has some experience in changing consumer behaviour (i.e. recycling, reducing water use).

CON:

- CRD is a monopoly service provider, and public transit operates in a competitive market.
- As transit is one of many issues for which the CRD has responsibility, the ability of the CRD to provide the necessary attention to transit may be impacted.

Appendix A: Terms of Reference: Independent Review of BC Transit

Background

BC Transit is a provincial Crown corporation providing public transit services directly and with partners in communities throughout British Columbia outside Metro Vancouver. The corporation's mandate, as set out in the British Columbia Transit Act, is to plan, acquire, construct or cause to be constructed public passenger transportation systems and rail systems that support regional growth strategies, official community plans and the economic development of transit service areas and to provide for the maintenance and operation of those systems. BC Transit is required under the Act to consult with local government within a transit service area about provision of transit services.

Local government partners have raised concerns about aspects of BC Transit operations that affect their communities. On November 2, 2011 the Minister of Transportation and Infrastructure announced an independent review of BC Transit to examine transit system operations and performance, governance, funding and local government consultation and communication processes.

The Minister of Transportation and Infrastructure is appointing a three person panel to undertake the review. The panel will provide its findings and recommendations to the Minister. The Minister will receive the panel recommendations for consideration of any Provincial actions.

Review Panel

Panel members have been selected for their expertise in transit service planning and operations, local government finance and operations, and senior government program governance, finance and management.

Timeframe

The panel will report back to the Minister by the end of August 2012.

Panel Terms Of Reference

The panel will review and evaluate matters through clear problem definitions with supporting evidence, and make recommendations on this basis. The panel will prepare and submit a report to the Minister of Transportation and Infrastructure on the following matters:

- **Operations and Performance** – Examination of the efficiency and effectiveness of transit services provided by BC Transit, including comparisons based on industry-recognized performance measures of operations in the various regions of BC and with transit operations in other reasonably comparable jurisdictions. "Efficiency" includes "value for money".

Specifically the review will:

- Identify performance measures to be reviewed – make use of measures already collected and reported for government and industry statistical purposes (e.g. Stats Canada, CUTA) and hence not anticipated to involve new data collection for the purposes of the Review – and then evaluate to identify trends or summary conclusions with respect to:
 - Differences and similarities between regional systems within BC
 - Differences and similarities between regional systems in BC and the rest of Canada
- Where differences are found, consider potential explanations for the differences, including the unique circumstances of particular communities, the scale of operations and other potential factors. The Review Panel may categorize their findings according to the existing BC Transit Tiers 1, 2 3 and Greater Victoria, or suggest some other categorization scheme with reasons for preferring it.
- Identify specific opportunities for improvements to those systems that are not performing as well as other comparable systems.
- **Governance** – Examination of the regulatory framework, structure, processes and policies in place for BC Transit. Governance comprises the steps in the process of planning and delivering services, which bodies participate and their role(s) in each step. This will include but not be limited to the role of regional and local government in the planning, expansion and operation of services.

Specifically the review will:

- Document the current governance framework as defined in legislation, regulation, annual operating agreements and other documents.

- Define the specific roles and responsibilities of BC Transit, local government and the Province within the current governance framework.
- Identify the strengths and weaknesses of the framework and opportunities for improvement.
- Describe the different local governance structures that partner with BC Transit to administer a transit system.
- Identify the strengths and weaknesses of the different structures.
- Examine the role of all parties in ensuring affordability of decisions, that is, that responsibility and accountability for decisions are matched to fiscal capability and accountability of the bodies that must pay the costs that result.
- The Capital Regional District has requested that they perform the functions of the Victoria Regional Transit Commission. Identify the pros and cons of implementing this request.
- **Funding Relationship** – Examination of the processes for capital planning, budgeting and operating expenditures within BC Transit and local governments by which funding available for transit services is allocated, priorities set, charges imposed and expenditures monitored. This will include a review of the timing for information gathering and exchange within the annual and multi-year planning and budgeting processes, development and communication of financial estimates and the confirmation of commitments and tracking of expenditures. For clarity, the focus of this section is on the funding relationship. The Province and local government agree that the Independent Review will not consider issues and provide recommendations that have the potential to lead to increases in funding to, or change the funding formula for, BC Transit.

Specifically the review will:

- Identify how transit is funded in BC (outside of Metro Vancouver), and compare to other jurisdictions across Canada.
- Document how operating and capital grants from the Province to BC Transit

are allocated by BC Transit and what changes could be made to the process to improve transit performance.

- Identify what factors drive the cost of transit.
- Examine how expenditure and funding decisions are made by BC Transit. (For example, management fees, debt service and maintenance costs, allocation of service hours and vehicles, etc.)
- Within the existing framework, identify where improvements can be made to the expenditure and funding decision process.
- **Consultation and Communication processes** – Examination of the communications and consultation processes in place between BC Transit and local governments in the context of the relative roles and responsibilities of each in regard to providing safe, effective and affordable solutions to meet identified transit needs in communities of all sizes and in all regions of BC.

Specifically the review will:

- Document the consultation and communication processes used by BC Transit to engage local government.
- Document local government information requirements to support decision making on transit matters.
- Given the specific roles and responsibilities of BC Transit (including the requirement to consult with local government under the Act), local governments and the Province, advise on whether the timeliness, level and quality of the consultation and communication is appropriate.
- Within the existing framework, identify specific opportunities where improvements can be made.

The following is out of scope for the review:

- Increases of provincial or local government funding to the BC Transit system, changes to the funding formulae found in the BC Transit Act and/or consideration of new or extended sources of funding for transit.
- The status of BC Transit as a provincial Crown corporation.
- The creation of regional transportation authorities.
- Issues related to transportation aside from public transit.
- Any transit issue within the TransLink service area.

The Panel will:

- Meet with and seek input from local government representatives within the BC Transit service area from all 3 Tiers and Greater Victoria for the purposes of arriving at their recommendations.
- Consult with staff from local government, BC Transit or Ministry of Transportation and Infrastructure to validate factual findings and/or seek comments on proposed recommendations, but the findings and recommendations will be those of the reviewer(s) alone and not subject to change or veto by any other party prior to being submitted to the Minister.
- Make use of a common information base including but not limited to previous reviews of governance and performance, industry comparative studies (e.g. CUTA), and local government and BC Transit financial and operating information.
- Operate in a manner that encourages open and frank discussion, and ensures that materials, comments, perspectives and opinions provided to the Panel are treated confidentially and used only for the purposes of the Review.

- Focus primarily on recommendations that can be actioned within existing legislation. Categorize recommendations that can be accomplished within existing legislation and those that require legislative change.
- Make recommendations based on consensus of the reviewers. The internal discussions of the reviewers on how consensus was achieved will not be published in the Review report or released at a later date.
- Be accountable to and report to the Minister. The panel's recommendations should focus on defining the outcomes to be achieved. The Minister will determine the appropriate Provincial actions to be taken and the method of implementation.

The panel will submit a final report to the Minister of Transportation and Infrastructure by August 31, 2012.

The Ministry of Transportation and Infrastructure will:

- Provide the panel with financial and organizational support, including project management and technical expertise and/or contract management for external resources with specific expertise; and
- Provide the panel with relevant background material.

APPENDIX B: 2010 OPERATIONS AND PERFORMANCE REVIEW³⁴

The following tables compare the performance of transit systems in British Columbia to their peers across Canada. Their peers are transit systems serving municipal areas of approximately the same population, and of similar system design.

Following are the key performance indicators on the tables (some of which are only recorded for Victoria):

Total Operating Revenues/Total Direct Operating Expenses (R/C Ratio) – measures the amount of the direct operating costs (defined as operating costs less any debt servicing) covered by revenues. Typically, the larger the system, the higher the R/C. For systems in BC, an R/C ratio in the range of 30-35% would be considered average.

Municipal Operating Contribution/Capita – measures the amount of funding (typically property taxes) provided by the municipality for transit.

Municipal Operating Contribution/Total Operating Expenses - measures the percentage of total operating expenses (including debt servicing) covered by the municipality for transit.

Provincial Operating Contribution/Total Operating Expenses - measures the percentage of total operating expenses (including debt servicing) covered by the provincial government for transit.

Regular Service Passenger Revenue/Regular Service Passenger – measures the fare that the average passenger pays to ride the system. Typically, the lower the average fare, the lower the basic adult fare and/or the level of concession fares to specific groups such as seniors, students and children.

Total Direct Operating Expenses/Regular Service Passengers – measures the cost per passenger. The lower the cost per passenger, the more effective the transit system.

Total Direct Operating Expenses/Revenue Vehicle Hour – measures the hourly cost to provide transit service. The lower the cost per hour, the more efficient the service.

Regular Service Passengers/capita – measures total ridership divided by population. Typically, the larger the system, the larger the riders per capita. Transit systems in the 60,000 to 150,000 population range typically experience 30 to 35 rides per capita.

Regular Service Passengers/Revenue Vehicle Hour – measures the number of rides per hour of service. The higher the rides/hour, the more effective the transit system.

Regular Vehicle Hours/capita – measures the amount of transit service provided in the community. The higher the hours/capita, the more the amount of service provided.

Regular and Auxiliary Revenue Hours/Operator Paid Hour – measures the percentage of total hours per operator paid hour. The higher the hours of service per operator paid hour, the more efficient the operation of the transit system.

³⁴-Based on data from the Canadian Transit Fact Book, 2010 Operating Data, published by the Canadian Urban Transit Association.

Victoria

	Victoria	Average Peers	Halifax (Bus Only)	London	Saskatoon	Windsor	Grand River (Kitchener)
Population	356,200	308,443	312,400	362,200	224,300	219,345	423,971
Ridership	24,848,830	15,224,436	19,055,407	21,204,220	11,708,270	6,099,345	18,054,938
Revenue Vehicle Hours	801,971	481,497	692,979	537,436	372,751	254,391	549,928
Revenue Vehicle Kms	16,843,011	9,495,119	13,753,377	10,724,389	6,679,705	4,986,102	11,332,020
Number of Buses	285	195	308	191	152	104	218
Average Age of Buses	7.2	9.0	6.6	6.6	12.2	11.4	8.2
Peak Buses Required	197	146	221	152	105	85	165
Number of Operators (FTE's)	537.5	322.8	481.0	344.5	226.0	165.0	397.5
Number of Mechanics (FTE's)	38	38	64	49	13	17	48
Operators Paid Hours	1,071,498	703,584	1,000,480	702,058	590,000	341,716	883,665
Vehicle Mechanics Paid Hours	89,104	85,160	133,120	117,810	34,808	34,029	106,031
Other Employee Hours	511,017	219,434	324,480	208,244	180,595	126,717	257,135
Total Employee Paid Hours	1,671,619	1,008,178	1,458,080	1,028,112	805,403	502,462	1,246,831
Other/Total Employee Hours	30.6%	21.8%	22.3%	20.3%	22.4%	25.2%	20.6%
Other/Total Revenue Vehicle Hours	0.64	0.46	0.47	0.39	0.48	0.50	0.47

OPERATIONS EXPENDITURES/REVENUES

Transportation Operations Expenses	\$43,213,983	\$26,092,373	\$36,987,031	\$27,233,486	16,766,800	\$14,821,613	\$34,652,935
Fuel/Energy Exp. for Vehicles	\$8,814,469	\$5,326,664	\$7,983,100	\$5,670,482	\$3,777,897	\$2,585,919	\$6,615,920
Vehicle Maintenance Expenses	\$13,204,679	\$9,358,000	\$16,129,709	\$10,279,397	\$4,367,100	\$4,295,073	\$11,718,721
Plant Maintenance Expenses	\$1,923,843	\$1,841,513	\$1,043,100	\$2,320,096	\$1,269,375	\$1,069,671	\$3,505,323
General/Administration Expenses	\$7,366,945	\$3,250,019	\$3,282,660	\$3,812,761	\$2,515,187	\$2,120,426	\$4,519,063
Total Direct Operations Expenses	\$74,523,919	\$45,868,569	\$65,425,600	\$49,316,222	\$28,696,359	\$24,892,702	\$61,011,962
Debt Service Payment	\$15,551,507	\$1,238,727	\$1,206,900	\$0	\$154,558	\$701,797	\$4,130,379
Total Operating Expenses	\$90,701,086	\$47,919,350	\$66,632,500	\$51,289,315	\$30,600,917	\$25,908,206	\$65,165,814
Passenger Revenues	\$34,443,182	\$20,374,623	\$30,857,544	\$27,960,278	\$10,253,806	\$10,726,248	\$22,075,241
Total Operating Revenues	\$34,983,182	\$21,304,806	\$31,526,844	\$28,693,249	\$11,588,080	\$11,802,409	\$22,913,446
Total Revenues	\$34,983,182	\$21,508,178	\$31,637,244	\$29,352,807	\$11,588,080	\$11,802,409	\$23,160,348

CONTRIBUTING TO REVENUES

Federal Operating Contribution							
Provincial Operating Contribution	\$23,822,416	\$3,526,988	\$0	\$2,472,984	\$656,860	\$2,712,000	\$8,266,108
Municipal Operating Contribution	\$20,676,202	\$22,399,942	\$34,995,256	\$18,327,700	\$17,754,000	\$11,393,777	\$29,528,979
Other Operating Contributions		\$607,912		\$1,135,824	\$601,976		\$80,000
Provincial Debt Service Contribution	\$4,929,828	\$0		\$0		\$0	
Municipal Debt Service Contribution	\$6,289,458	Not meaningful	\$5,121,800	\$0		\$0	\$4,130,379

Victoria, Cont.

	Victoria	Average Peers	Halifax (Bus Only)	London	Saskatoon	Windsor	Grand River (Kitchener)
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PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	46.9%	46.3%	48.2%	58.2%	40.4%	47.4%	37.6%
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FINANCIAL

Municipal Operating Contribution / Capita	\$58.05	\$72.67	\$112.02	\$50.60	\$79.15	\$51.94	\$69.65
Municipal Operating Contribution / Tot. Op. Exp.	22.8%	47.1%	52.5%	35.7%	58.0%	44.0%	45.3%
Provincial Operating Contribution/ Tot. Op. Exp.	31.7%	6.0%	0.0%	4.8%	2.1%	10.5%	12.7%
Passenger Contribution/Tot. Op. Exp.	38.0%	41.9%	46.3%	54.5%	33.5%	41.4%	33.9%

AVERAGE FARE

Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.39	\$1.36	\$1.62	\$1.32	\$0.88	\$1.76	\$1.22
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COST EFFECTIVENESS

Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$3.00	\$3.13	\$3.43	\$2.33	\$2.45	\$4.08	\$3.38
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COST EFFICIENCY

Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$92.93	\$94.39	\$94.41	\$91.76	\$76.99	\$97.85	\$110.95
Fuel/Energy Exp. for Vehicles/Rev. Veh. Km	\$0.52	\$0.56	\$0.58	\$0.53	\$0.57	\$0.52	\$0.58

SERVICE UTILIZATION

Reg. Serv. Pass. / Capita	69.8	48.4	61.0	58.5	52.2	27.8	42.6
Reg. Serv. Pass. / Rev. Veh. Hr.	31.0	31.0	27.5	39.5	31.4	24.0	32.8
Reg. Serv. Pass/Rev. Veh. Km.	1.48	1.59	1.39	1.98	1.75	1.22	1.59

AMOUNT OF SERVICE

Rev. Veh. Hrs. / Capita	2.25	1.56	2.22	1.48	1.66	1.16	1.30
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LABOUR PRODUCTIVITY

Rev. & Aux. Rev. Veh. Hrs. / Oper. Paid Hr.	0.75	0.69	0.69	0.77	0.63	0.74	0.62
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TOP WAGE RATES

Operators	\$26.14	\$24.47	\$24.00	\$24.25	\$22.26	\$25.62	\$26.24
Mechanics	\$31.42	\$29.42	\$27.99	\$28.17	\$31.20	\$29.42	\$30.31

Systems Serving Populations Exceeding 60,000 | BC

	Nanaimo	Prince George	Central Fraser	Kamloops	Kelowna	Average BC Systems	Average All Peers
Population	98,500	60,100	124,700	76,000	125,300	96,920	110,008
Ridership	2,615,387	1,943,921	2,341,596	3,469,666	4,763,139	3,026,742	3,204,411
Revenue Vehicle Hours	101,733	63,547	95,848	99,913	177,358	107,680	132,164
Number of Buses	42	27	39	46	73	45	48
Average Age of Buses	11.2	4.7	9.1	10.6	7.9	8.7	8.3
Total Direct Operations Expenses	\$8,870,352	\$5,622,880	\$7,835,691	\$8,927,464	\$15,643,504	\$9,379,978	\$11,733,462
Debt Service Payment	\$1,790,717	\$1,025,216	\$1,853,866	\$1,806,465	\$3,620,083	\$2,019,269	\$718,399
Total Operating Expenses	\$10,661,069	\$6,648,096	\$9,689,557	\$10,733,929	\$19,263,587	\$11,399,248	\$12,612,552
Passenger Revenues	\$3,617,797	\$1,840,283	\$2,547,432	\$3,410,275	\$4,973,501	\$3,277,858	\$4,550,549
Total Operating Revenues	\$3,666,848	\$1,851,287	\$2,584,261	\$3,441,133	\$5,075,501	\$3,323,806	\$4,824,853
Total Revenues	\$3,666,848	\$1,851,287	\$2,584,261	\$3,441,133	\$5,075,501	\$3,323,806	\$4,985,336

CONTRIBUTING TO REVENUES

Provincial Operating Contribution	\$3,731,632	\$2,625,333	\$3,632,360	\$4,168,244	\$7,303,952	\$4,292,304	\$1,453,318
Municipal Operating Contribution	\$1,471,871	\$1,146,260	\$1,619,070	\$1,318,087	\$3,264,052	\$1,763,868	\$6,659,852
Provincial Debt Service Contribution	\$836,086	\$478,673	\$865,570	\$843,438	\$1,690,217	\$942,797	
Municipal Debt Service Contribution	\$954,631	\$546,542	\$988,296	\$963,026	\$1,929,866	\$1,076,472	

PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	0.41	0.33	0.33	0.38	0.32	35.2%	40.4%
FINANCIAL							
Municipal Operating Contribution / Capita	\$14.94	\$19.07	\$12.98	\$17.34	\$26.05	\$18.08	\$61.93
AVERAGE FARE							
Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.38	\$0.95	\$1.09	\$0.98	\$1.04	\$1.09	\$1.44
COST EFFECTIVENESS							
Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$3.39	\$2.89	\$3.35	\$2.57	\$3.28	\$3.10	\$3.92
COST EFFICIENCY							
Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$87.19	\$88.48	\$81.75	\$89.35	\$88.20	\$87.00	\$90.58
SERVICE UTILIZATION							
Reg. Serv. Pass. / Capita	26.6	32.3	18.8	45.7	38.0	32.3	29.2
Reg. Serv. Pass. / Rev. Veh. Hr.	25.7	30.6	24.4	34.7	26.9	28.5	23.9
AMOUNT OF SERVICE							
Rev. Veh. Hrs. / Capita	1.03	1.06	0.77	1.31	1.42	1.12	1.21

Systems Serving Populations Exceeding 60,000 | AB, NB, NF, ON

	Lethbridge AB	Red Deer AB	Codiac Moncton NB	Saint John NB	St. John's NF	Barrie ON	Brantford ON
Population	87,882	90,084	120,525	122,389	127,250	126,900	94,493
Ridership	2,252,616	3,626,937	2,400,418	2,683,305	2,250,569	2,531,337	1,417,977
Revenue Vehicle Hours	115,414	143,978	106,888	119,457	105,833	143,115	73,156
Number of Buses	43	50	35	60	52	40	30
Average Age of Buses	8.2	7.8	11.3	11.9	13.8	6.5	3.7
Total Direct Operations Expenses	\$9,540,922	\$12,536,082	\$7,580,765	\$9,741,170	\$12,594,269	\$11,375,429	\$9,200,118
Debt Service Payment			\$705,094	\$1,305,172	\$81,887		
Total Operating Expenses	\$9,540,922	\$14,919,978	\$8,285,859	\$11,315,354	\$13,827,427	\$11,375,429	\$9,200,118
Passenger Revenues	\$2,519,178	\$4,039,106	\$2,341,686	\$4,590,749	\$4,428,107	\$4,936,516	\$2,379,335
Total Operating Revenues	\$3,078,587	\$4,196,869	\$2,475,831	\$5,018,974	\$4,719,346	\$5,183,966	\$3,118,941
Total Revenues	\$3,078,587	\$4,196,869	\$2,475,831	\$5,099,518	\$5,658,681	\$5,183,966	\$3,213,744

CONTRIBUTING TO REVENUES

Provincial Operating Contribution						\$939,682	\$787,333
Municipal Operating Contribution	\$6,462,335	\$10,723,109	\$5,810,028	\$4,910,664	\$6,854,246	\$5,251,781	\$5,199,041
Provincial Debt Service Contribution							
Municipal Debt Service Contribution				\$1,305,172	\$1,314,500		

PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	32.3%	33.5%	32.7%	51.5%	37.5%	45.6%	33.9%
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FINANCIAL

Municipal Operating Contribution / Capita	\$73.53	\$119.03	\$48.21	\$40.12	\$53.86	\$41.39	\$55.02
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AVERAGE FARE

Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.12	\$1.11	\$0.98	\$1.71	\$1.97	\$1.95	\$1.68
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COST EFFECTIVENESS

Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$4.24	\$3.46	\$3.16	\$3.63	\$5.60	\$4.49	\$6.49
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COST EFFICIENCY

Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$82.67	\$87.07	\$70.92	\$81.55	\$119.00	\$79.48	\$125.76
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SERVICE UTILIZATION

Reg. Serv. Pass. / Capita	25.6	40.3	19.9	21.9	17.7	19.9	15.0
Reg. Serv. Pass. / Rev. Veh. Hr.	19.5	25.2	22.5	22.5	21.3	17.7	19.4

AMOUNT OF SERVICE

Rev. Veh. Hrs. / Capita	1.31	1.60	0.89	0.98	0.83	1.13	0.77
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Systems Serving Populations Exceeding 60,000 | Ontario

	Guelph ON	Kingston ON	Peterborough ON	Sault St. Marie ON	St. Catharines ON	Sudbury ON	Thunder Bay ON
Population	120,000	112,088	80,000	69,900	150,000	129,600	109,000
Ridership	6,158,245	3,478,610	3,033,700	1,962,881	5,334,220	4,265,928	3,465,012
Revenue Vehicle Hours	241,964	150,622	103,800	83,063	150,687	161,292	151,025
Number of Buses	65	51	49	30	63	60	49
Average Age of Buses	4.4	5.3	9.7	14.4	5.5	6.2	7.7
Total Direct Operations Expenses	\$18,844,669	\$12,067,813	\$8,304,611	\$7,933,546	\$13,661,336	\$16,527,330	\$14,360,408
Debt Service Payment		\$144,931					
Total Operating Expenses	\$23,664,089	\$13,633,884	\$8,330,052	\$7,933,546	\$13,661,336	\$16,527,330	\$14,360,408
Passenger Revenues	\$8,377,880	\$5,152,002	\$4,040,792	\$2,151,356	\$7,426,786	\$6,448,910	\$4,875,279
Total Operating Revenues	\$8,994,837	\$5,193,667	\$4,096,837	\$2,222,812	\$7,667,474	\$6,614,659	\$4,965,137
Total Revenues	\$8,994,837	\$5,651,930	\$4,096,837	\$2,222,812	\$8,245,517	\$6,709,562	\$4,966,017

CONTRIBUTING TO REVENUES

Provincial Operating Contribution	\$2,314,538	\$1,690,250	\$1,421,330	\$1,207,099		\$1,812,992	\$750,200
Municipal Operating Contribution	\$12,354,714	\$6,291,704	\$2,811,885	\$4,503,635	\$5,415,818	\$8,004,776	\$8,644,191
Provincial Debt Service Contribution							
Municipal Debt Service Contribution							

PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	47.7%	43.0%	49.3%	28.0%	56.1%	40.0%	34.6%
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FINANCIAL

Municipal Operating Contribution / Capita	\$102.96	\$56.13	\$35.15	\$64.43	\$36.11	\$61.77	\$79.30
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AVERAGE FARE

Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.36	\$1.48	\$1.33	\$1.10	\$1.39	\$1.51	\$1.41
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COST EFFECTIVENESS

Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$3.06	\$3.47	\$2.74	\$4.04	\$2.56	\$3.87	\$4.14
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COST EFFICIENCY

Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$77.88	\$80.12	\$80.01	\$95.51	\$90.66	\$102.47	\$95.09
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SERVICE UTILIZATION

Reg. Serv. Pass. / Capita	51.3	31.0	37.9	28.1	35.6	32.9	31.8
Reg. Serv. Pass. / Rev. Veh. Hr.	25.5	23.1	29.2	23.6	35.4	26.4	22.9

AMOUNT OF SERVICE

Rev. Veh. Hrs. / Capita	2.02	1.34	1.30	1.19	1.00	1.24	1.39
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Systems Serving Populations 25,000 to 60,000

	Campbell River	Chilliwack	Comox Valley	Vernon	Penticton	Average BC	Average Peers
Population	30,900	53,100	45,700	37,600	29,200	39,300	48,244
Ridership	558,885	491,358	600,128	405,271	413,257	493,780	742,811
Revenue Vehicle Hours	21,378	21,414	25,599	23,110	22,842	22,869	39,526
Number of Buses	9	9	12	10	8	10	20
Average Age of Buses	12.8	4.0	7.1	11.0	1.0	7.2	8.6
Total Direct Operations Expenses	\$1,800,167	\$1,697,197	\$2,202,327	\$2,045,554	\$1,944,158	\$1,937,881	\$3,180,098
Debt Service Payment	\$324,343	\$366,226	\$456,102	\$419,162	\$427,689	\$398,704	\$1,467
Total Operating Expenses	\$2,124,510	\$2,063,423	\$2,658,429	\$2,464,716	\$2,371,847	\$2,336,585	\$3,184,898
Passenger Revenues	\$592,777	\$492,013	\$575,735	\$604,730	\$510,422	\$555,135	\$981,859
Total Operating Revenues	\$602,059	\$500,865	\$585,728	\$613,564	\$521,152	\$564,674	\$1,063,984

CONTRIBUTING TO REVENUES

Provincial Operating Contribution	\$840,507	\$792,424	\$1,028,274	\$955,069	\$907,734	\$904,802	\$163,058
Municipal Operating Contribution	\$357,601	\$403,908	\$588,326	\$476,921	\$515,272	\$468,406	\$1,874,845
Provincial Debt Service Contribution	\$151,436	\$170,991	\$212,954	\$195,707	\$199,688	\$186,155	\$0
Municipal Debt Service Contribution	\$172,907	\$195,235	\$243,148	\$223,455	\$228,001	\$212,549	\$0

PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	33.4%	29.5%	26.6%	30.0%	26.8%	29.3%	33.5%
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FINANCIAL

Municipal Operating Contribution / Capita	\$11.57	\$7.61	\$12.87	\$12.68	\$17.65	\$12.48	\$40.24
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AVERAGE FARE

Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.06	\$1.00	\$0.96	\$1.49	\$1.24	\$1.15	\$1.43
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COST EFFECTIVENESS

Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$3.22	\$3.45	\$3.67	\$5.05	\$4.70	\$4.02	\$4.76
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COST EFFICIENCY

Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$84.21	\$79.26	\$86.03	\$88.51	\$85.11	\$84.62	\$81.23
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SERVICE UTILIZATION

Reg. Serv. Pass. / Capita	18.1	9.3	13.1	10.8	14.2	13.1	16.2
Reg. Serv. Pass. / Rev. Veh. Hr.	26.1	22.9	23.4	17.5	18.1	21.6	18.2

AMOUNT OF SERVICE

Rev. Veh. Hrs. / Capita	0.69	0.40	0.56	0.61	0.78	0.61	0.85
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Systems Serving Populations 25,000 to 60,000

	GrandePrairie AL 09	Brandon MAN 09	Fredericton NB	Cape Breton NS	Belleville ON	Cornwall ON	Timmins ON
Population	50,227	52,000	50,000	68,000	37,000	45,965	38,000
Ridership	572,860	1,120,699	1,239,104	305,670	863,922	702,212	974,201
Revenue Vehicle Hours	42,000	60,495	43,537	27,040	38,052	37,138	46,536
Number of Buses	20	23	28	16	14	16	21
Average Age of Buses	8.5	4.6	9.4	13.3	4.0	10.6	7.3
Total Direct Operations Expenses	\$2,907,837	\$3,858,610	\$3,958,241	\$2,490,879	\$3,101,175	\$3,288,897	\$4,477,976
Debt Service Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$2,907,837	\$3,858,610	\$3,958,241	\$2,490,879	\$3,101,175	\$3,288,897	\$4,477,976
Passenger Revenues	\$648,521	\$1,050,248	\$1,122,645	\$573,969	\$1,581,849	\$983,675	\$1,387,529
Total Operating Revenues	\$709,768	\$1,050,248	\$1,508,422	\$620,867	\$1,646,682	\$1,051,592	\$1,417,359

CONTRIBUTING TO REVENUES

Provincial Operating Contribution	\$0	\$1,279,900	\$0	\$0	\$0	\$187,619	\$0
Municipal Operating Contribution	\$2,147,845	\$1,528,462	\$2,443,349	\$1,870,012	\$1,442,328	\$1,788,218	\$3,029,036
Provincial Debt Service Contribution	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Municipal Debt Service Contribution	\$0	\$0	\$0	\$0	\$0	\$0	\$0

PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	24.4%	27.2%	38.1%	24.9%	53.1%	32.0%	31.7%
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FINANCIAL

Municipal Operating Contribution / Capita	\$42.76	\$29.39	\$48.87	\$27.50	\$38.98	\$38.90	\$79.71
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AVERAGE FARE

Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.13	\$0.94	\$0.91	\$1.88	\$1.83	\$1.40	\$1.42
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COST EFFECTIVENESS

Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$5.08	\$3.44	\$3.19	\$8.15	\$3.59	\$4.68	\$4.60
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COST EFFICIENCY

Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$69.23	\$63.78	\$90.92	\$92.12	\$81.50	\$88.56	\$96.23
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SERVICE UTILIZATION

Reg. Serv. Pass. / Capita	11.4	21.6	24.8	4.5	23.3	15.3	25.6
Reg. Serv. Pass. / Rev. Veh. Hr.	13.6	18.5	28.5	11.3	22.7	18.9	20.9

AMOUNT OF SERVICE

Rev. Veh. Hrs. / Capita	0.84	1.16	0.87	0.40	1.03	0.81	1.22
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Systems Serving Populations 25,000 - 60,000

	Welland ON	Charlottetown PEI
Population	48,000	45,000
Ridership	576,634	330,000
Revenue Vehicle Hours	35,438	25,500
Number of Buses	26	20
Average Age of Buses	7.2	12.7
Total Direct Operations Expenses	\$2,811,165	\$1,726,100
Debt Service Payment	\$0	\$13,200
Total Operating Expenses	\$2,811,165	\$1,769,300
Passenger Revenues	\$885,017	\$603,280
Total Operating Revenues	\$939,235	\$631,680

CONTRIBUTING TO REVENUES

Provincial Operating Contribution	\$0	\$0
Municipal Operating Contribution	\$1,637,357	\$987,000
Provincial Debt Service Contribution	\$0	\$0
Municipal Debt Service Contribution	\$0	\$0

PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	33.4%	36.6%
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FINANCIAL

Municipal Operating Contribution / Capita	\$34.11	\$21.93
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AVERAGE FARE

Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.53	\$1.83
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COST EFFECTIVENESS

Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$4.88	\$5.23
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COST EFFICIENCY

Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$79.33	\$69.38
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SERVICE UTILIZATION

Reg. Serv. Pass. / Capita	12.0	7.3
Reg. Serv. Pass. / Rev. Veh. Hr.	16.3	12.9

AMOUNT OF SERVICE

Rev. Veh. Hrs. / Capita	0.74	0.57
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Systems Serving Populations 10,000 to 25,000

	Cranbrook	Dawson Creek	Ft. St. John	Kitimat	Kootenay	Nelson	Port Alberni
Population	19,500	10,800	17,700	9,600	13,000	14,000	18,500
Ridership	235,357	137,068	129,201	143,616	300,551	273,117	311,546
Revenue Vehicle Hours	12,299	9,071	11,086	10,343	13,052	12,013	12,289
Number of Buses	5	4	5	6	11	6	5
Average Age of Buses	8.0	11.0	9.4	9.4	9.4	1.0	11.0
Total Direct Operations Expenses	\$1,023,865	\$1,172,395	\$1,519,533	\$961,334	\$1,459,372	\$1,018,070	\$1,500,733
Debt Service Payment	\$260,885	\$187,206	\$199,004	\$299,874	\$593,203	\$339,061	\$216,432
Total Operating Expenses	\$1,284,750	\$1,359,601	\$1,718,537	\$1,261,208	\$2,052,575	\$1,357,131	\$1,717,165
Passenger Revenues	\$236,211	\$141,354	\$119,336	\$155,069	\$299,553	\$315,760	\$302,609
Total Operating Revenues	\$238,318	\$146,228	\$126,180	\$156,234	\$301,018	\$321,354	\$311,035

CONTRIBUTING TO REVENUES

Provincial Operating Contribution	\$478,052	\$547,397	\$709,475	\$448,853	\$633,939	\$475,337	\$700,697
Municipal Operating Contribution	\$307,495	\$478,769	\$683,878	\$356,247	\$524,414	\$221,379	\$489,000
Provincial Debt Service Contribution	\$121,807	\$87,407	\$92,915	\$140,011	\$276,966	\$158,308	\$101,052
Municipal Debt Service Contribution	\$139,078	\$99,800	\$106,089	\$159,863	\$316,236	\$180,753	\$115,380

PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	23.3%	12.5%	8.3%	16.3%	20.6%	31.6%	20.7%
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FINANCIAL

Municipal Operating Contribution / Capita	\$15.77	\$44.33	\$38.64	\$37.11	\$40.34	\$15.81	\$26.43
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AVERAGE FARE

Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.00	\$1.03	\$0.92	\$1.08	\$1.00	\$1.16	\$0.97
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COST EFFECTIVENESS

Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$4.35	\$8.55	\$11.76	\$6.69	\$4.86	\$3.73	\$4.82
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COST EFFICIENCY

Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$83.25	\$129.25	\$137.07	\$92.95	\$111.81	\$84.75	\$122.12
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SERVICE UTILIZATION

Reg. Serv. Pass. / Capita	12.1	12.7	7.3	15.0	23.1	19.5	16.8
Reg. Serv. Pass. / Rev. Veh. Hr.	19.1	15.1	11.7	13.9	23.0	22.7	25.4

AMOUNT OF SERVICE

Rev. Veh. Hrs. / Capita	0.63	0.84	0.63	1.08	1.00	0.86	0.66
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Systems Serving Populations 10,000 to 25,000

	Powell River	Prince Rupert	Squamish	Sunshine Coast	Terrace	Average
Population	13,900	13,600	16,200	20,600	14,300	15,142
Ridership	200,590	366,823	202,558	484,076	199,267	248,648
Revenue Vehicle Hours	10,813	9,956	10,586	16,740	8,374	11,385
Number of Buses	5	5	5	6	3	6
Average Age of Buses	4.0	10.6	11.0	15.0	13.7	9.5
Total Direct Operations Expenses	\$977,600	\$907,983	\$673,065	\$1,427,799	\$633,356	\$1,106,259
Debt Service Payment	\$206,134	\$235,909	\$366,261	\$259,641	\$111,747	\$272,946
Total Operating Expenses	\$1,183,734	\$1,143,892	\$1,039,326	\$1,687,440	\$745,103	\$1,379,205
Passenger Revenues	\$207,242	\$358,439	\$208,507	\$724,136	\$182,654	\$270,906
Total Operating Revenues	\$210,597	\$363,540	\$208,507	\$726,774	\$185,576	\$274,613

CONTRIBUTING TO REVENUES

Provincial Operating Contribution	\$456,446	\$423,946	\$314,260	\$666,649	\$295,718	\$512,564
Municipal Operating Contribution	\$310,558	\$120,497	\$150,298	\$34,376	\$152,062	\$319,081
Provincial Debt Service Contribution	\$96,244	\$110,146	\$171,007	\$121,226	\$52,175	\$127,439
Municipal Debt Service Contribution	\$109,890	\$125,763	\$195,254	\$138,415	\$59,572	\$145,508

PERFORMANCE INDICATORS 2010

Tot. Oper. Rev. / Tot. Dir. Oper. Exp. (R/C Ratio)	21.5%	40.0%	31.0%	50.9%	29.3%	24.8%
FINANCIAL						
Municipal Operating Contribution / Capita	\$22.34	\$8.86	\$9.28	\$1.67	\$10.63	\$21.07
AVERAGE FARE						
Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$1.03	\$0.98	\$1.03	\$1.50	\$0.92	\$1.09
COST EFFECTIVENESS						
Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$4.87	\$2.48	\$3.32	\$2.95	\$3.18	\$4.45
COST EFFICIENCY						
Tot. Dir. Oper. Exp. / Rev. Veh. Hr.	\$90.41	\$91.20	\$63.58	\$85.29	\$75.63	\$97.17
SERVICE UTILIZATION						
Reg. Serv. Pass. / Capita	14.4	27.0	12.5	23.5	13.9	16.4
Reg. Serv. Pass. / Rev. Veh. Hr.	18.6	36.8	19.1	28.9	23.8	21.8
AMOUNT OF SERVICE						
Rev. Veh. Hrs. / Capita	0.78	0.73	0.65	0.81	0.59	0.75

Appendix C: List of Meetings and Submissions

List of Meetings

BC Transit	City of Kelowna	Mount Waddington Regional District
Canadian Auto Workers Union	City of Nelson	PWTransit
Canadian Office and Professional Employees Union	City of Penticton	Regional District of Central Kootenay
Canadian Union of Public Employees	City of Prince George	Regional District of Central Okanagan
Canadian Urban Transit Association	City of Vernon	Regional District of Kootenay Boundary
Capital Regional District	Comox Valley Regional District	Regional District of Nanaimo
City of Abbotsford	District of Lake Country	Resort Municipality of Whistler
City of Chilliwack	District of Peachland	Sunshine Coast Regional District
City of Dawson Creek	District of Saanich	Squamish Lillooet Regional District
City of Fort St. John	District of West Kelowna	Town of Ladysmith
City of Kamloops	First Transit Canada	Victoria Regional Transit Commission
	Ministry of Transportation and Infrastructure	Westshore Chamber of Commerce

List of Written Submissions and Written Presentations

BC Transit	City of Quesnel	Regional District of Central Kootenay
Canadian Auto Workers Union	City of Terrace	Regional District of Central Okanagan
Capital Regional District	Comox Valley Regional District	Regional District of Kitimat Stikine
City of Abbotsford	City of Vernon	Regional District of Kootenay Boundary
City of Chilliwack	CRD Business and Residential Taxpayer's Association	Regional District of Nanaimo
City of Dawson Creek	District of Mission	Resort Municipality of Whistler
City of Kamloops	District of Kitimat	Sunshine Coast Regional District
City of Kelowna	District of Lake Country	Squamish Lillooet Regional District
City of Powell River	District of Peachland	Westbank First Nation
City of Penticton	District of Port Edward	Westshore Chamber of Commerce
City of Prince George	District of West Kelowna	
City of Prince Rupert	Mount Waddington Regional District	

APPENDIX D: PERFORMANCE REPORTING TEMPLATES

BC Transit is accountable to local councils for the efficient and effective operation of local transit systems. Local councils, in turn, are accountable to local taxpayers and transit users for their role in the delivery of public transit. In order to demonstrate that accountability, local governments need clear, concise and understandable information on system performance. In addition, local government staff may require more detailed information about their local transit system than Councils and Regional District Boards.

Rather than staff at each local government requesting individual system-specific information from BC Transit, the Panel suggests that reporting templates be developed through consultation between BC Transit and local government. The Panel has provided a sample of the template to be provided to Councils and Regional District Boards below. In addition, the Panel has provided samples of three templates for the provision of information to staff, each representing increasing levels of detail.

The first template provides basic system information in slightly more detail than that provided to local governing bodies. The second template builds on the first, providing further detail in specific categories. The third template provides a comprehensive level of detail, which would likely be preferred by local government staff who are assigned the transit portfolio as a significant part of their duties. These staff would likely be engaged in detailed performance monitoring, fully analyzing trends and using the results to recommend system improvements.

The Panel recommends that these three templates form the basis for discussions between BC Transit and local government. Once the templates are finalized, the Panel further recommends that the partners agree on the frequency of reporting of the various performance measures.

Sample Reporting Template for Councils and Regional District Boards

Measure	Comment
Ridership	Measures the success of the service
Cost/capita	Measures the level of financial commitment to public transit by BC Transit and local government (for comparison to other communities)
Passengers/capita	Demonstrates the success of the transit system in attracting ridership (for comparison with other communities)
Hours/capita	Demonstrates the amount of service provided in the transit system
Operating Cost/hour	Demonstrates the efficiency of a transit system in providing services
Cost/rider	Demonstrates the effectiveness of a transit system in providing services to its target population
Revenue/cost	Illustrates the self-sufficiency and financial performance of the transit system

Sample Reporting Template for Staff: Level 1

Category	Measure
Ridership	Total system ridership Ridership by route Passengers/capita Passengers/hour
Revenues	Revenues/Cost Revenues/passenger
Costs	Direct operating costs Direct Operating Cost/hour Direct Operating Cost/passenger
Service Reliability	% scheduled service provided
Safety	Number of accidents Accidents/km
Supply	Hours of service Hours of service/capita

Sample Reporting Template for Staff: Level 2

Category	Measure
Ridership	Total system ridership Passengers/capita Passengers/hour Ridership by route Quarterly report - ridership on new routes
Revenues	Revenues/Cost Revenues/passenger Revenues by fare category
Costs	Direct operating costs Direct Operating Cost/hour Direct Operating Cost/passenger Debt servicing (lease fees) costs Total operating costs
Service Reliability	% scheduled service provided % service hours lost
On time performance	% service on-time (Never early, up to 3 min late)
Safety	Number of accidents Accidents/km
Supply	Hours of service Hours of service/capita
Fleet size	Number of buses
Age	Average age

Sample Reporting Template for Staff: Level 3

Measure	Comment
Ridership	Total system ridership Passengers/capita Passengers/hour Ridership by route Ridership by route by time of day Ridership by route segment % transfers, system-wide Transfer tracking - route to route Quarterly report - ridership on new routes, by time of day
Revenues	Revenues/Cost Revenues/passenger Revenues by fare category Advertising revenues Revenues by month Revenues by fare category by month
Costs	Direct operating costs Direct Operating Cost/hour Direct Operating Cost/passenger Debt servicing (lease fees) costs Total operating costs Operations costs Maintenance costs Fuel costs Other operating costs
Service Reliability	% scheduled service provided % service hours lost % service hours lost by reason (accidents, road calls, etc)
On time performance	% service on-time (Never early, up to 3 min late)
Safety	Number of accidents Accidents/km
Supply	Hours of service Hours of service/capita Hours of service by month
Fleet size	Number of buses
Age	Average age
Spare ratio	% spares
Fuel consumption	Litres/100 km Litres/100 km by type of vehicle

Appendix E: Legislative Changes

Recommendation	Legislative Change Required	Implementation in Advance of Legislative Change
1) The Ministry of Transportation and Infrastructure should work with local governments with public transit services to develop the Government Letter of Expectations to BC Transit. The Letter of Expectations should clearly establish the roles, responsibilities and accountabilities of the provincial government, local governments and BC Transit.	NO	Can be implemented immediately.
2) The provincial government should increase the membership of the Board of Directors from seven to nine. While this recommendation requires legislative change, the following recommendation (Recommendation 3) can be implemented with either a seven or nine person Board.	YES	No interim solution
3) Recognize the partnership for the delivery of public transit at the BC Transit Board. Specifically:		
i) The Board of BC Transit should provide local governments with a Board skills matrix to guide the selection of nominees to the Board.	NO	Can be implemented immediately.
ii) The provincial government should revise the appointment process for the Board of Directors to allow local government to directly appoint representatives to the Board. Prior to legislative change Cabinet should accept nominations from local governments for appointment to the Board. A revised appointment process that would be consistent with existing legislation (current Board size) and an expanded Board under Recommendation 2 is outlined in the following table:	YES	Cabinet makes appointments but will appoint two local government nominations from the Victoria Regional Transit Commission and two local government nominations from the rest of the province.

	Under existing legislation	With recommended legislative changes
Provincial government	Appoints three members including Chair.	Appoints four members including Chair.
Local government	Nominates two members from the Victoria Regional Transit Commission and two other elected local government representatives.	Appoints two members from the Victoria Regional Transit Commission and three other local government appointees.

Recommendation	Legislative Change Required	Implementation in Advance of Legislative Change						
iii) It is common practice that elected officials do not sit on the boards of Crown agencies since their responsibilities as a Director may conflict with their accountabilities as an elected official. The Panel considered two options for the appointment of the local government representatives and did not reach a conclusion on a preferred approach. The pros and cons of each approach are identified in the following table. <table><tr><th>Pros</th><th>Cons</th></tr><tr><td> Option 1: Local government appointments may include • Consistent with current practice. • Knowledge of current needs/ interests of </td><td> • Potential for high turnover due to local government election cycles. • Risk of conflict in balancing local interests with BC Transit interests. </td></tr><tr><td> Option 2: Local government appointments would exclude sitting elected officials. • Provides continuity as appointments would not be tied to election cycle • Director would not be tied to single community • Easier to make appointments based on the skills matrix </td><td> • May not adequately represent local government interests. </td></tr></table>	Pros	Cons	Option 1: Local government appointments may include • Consistent with current practice. • Knowledge of current needs/ interests of	• Potential for high turnover due to local government election cycles. • Risk of conflict in balancing local interests with BC Transit interests.	Option 2: Local government appointments would exclude sitting elected officials. • Provides continuity as appointments would not be tied to election cycle • Director would not be tied to single community • Easier to make appointments based on the skills matrix	• May not adequately represent local government interests.	YES for option 2	No interim solution
Pros	Cons							
Option 1: Local government appointments may include • Consistent with current practice. • Knowledge of current needs/ interests of	• Potential for high turnover due to local government election cycles. • Risk of conflict in balancing local interests with BC Transit interests.							
Option 2: Local government appointments would exclude sitting elected officials. • Provides continuity as appointments would not be tied to election cycle • Director would not be tied to single community • Easier to make appointments based on the skills matrix	• May not adequately represent local government interests.							
iv) Provincial government and local government Board appointments should be made on the basis of staggered terms to allow for Board continuity.	YES	As appointments are made “at pleasure,” staggered terms can be implemented through policy.						
v) The provincial government and local government should negotiate appointment guidelines to be consistent with standard board practices regarding appointments and terms. In order to implement these recommendations local governments would need to determine the appropriate body to coordinate the appointment process.	NO	Can be implemented immediately.						

Recommendation	Legislative Change Required	Implementation in Advance of Legislative Change
4) The provincial government should amend the BC Transit Act to allow local government to appoint all members of a transit commission and allow the transit commission to hire its own clerical and technical staff. In the interim, Cabinet should accept nominations from local governments for appointment to transit commissions and BC Transit will continue to provide clerical and technical staff to transit commissions.	YES	Cabinet makes appointments but will accept nominations from local government for appointment to regional transit commissions.
5) Local government and BC Transit decision making authority should rest with the partner that bears the consequences or benefits of any decision. Where a decision of one partner will have an impact on the other partner, consultation should occur:		
i) The BC Transit Board should ensure that BC Transit decision making explicitly considers the impact on local governments and should ideally include a mechanism for local government sign off. For example, the BC Transit Board told the Panel that all decisions of the BC Transit Board that have capital cost implications for an individual transit system must have local government approval. BC Transit should ensure that all local governments are aware of this policy.	NO	Can be implemented through policy and recognized in operating agreements.
ii) The BC Transit Board should ensure that any system wide capital spending decisions made by the BC Transit Board has input from an advisory panel consisting of local government representatives.	NO	Can be implemented through policy.
iii) Local governments should provide sufficient notice to BC Transit on service adjustments so that the financial consequences of that decision are appropriately shared between the partners.	NO	Can be implemented through policy and recognized in operating agreements.

Recommendation	Legislative Change Required	Implementation in Advance of Legislative Change
iv) The Province should consult with local governments on provincial public transit policy.	NO	Can be implemented through policy.
v) BC Transit should ensure that it engages with and considers the input of local governments and transit operating companies in route planning and scheduling activities.	NO	Can be implemented through policy.
To be clear, no changes in decision making authority are proposed but improvements in process are required.		
6) Local government should involve BC Transit in key planning issues and invite BC Transit to participate in official community planning processes. Local governments should provide BC Transit with information regarding decisions that may impact public transit including: • Long term municipal transit budgets; • Land use planning; and, • Transportation planning and zoning decisions that will result in developments that will require transit services, or impact the ability to deliver public transit.	NO	Can be implemented through adjustments to operating agreements.
These requirements should be outlined in operating agreements between BC Transit and local governments.		
7) BC Transit should develop a strategic communications plan that includes provincial government, BC Transit and local government strategic goals for transit and share the plan with local governments. The plan should outline key dates and timelines for provincial government, BC Transit and local government decision making processes.	NO	Can be implemented immediately.
8) The Ministry of Transportation and Infrastructure should provide BC Transit with clear direction on its role in implementing the Provincial Transit Plan.	NO	Can be implemented immediately.

Recommendation	Legislative Change Required	Implementation in Advance of Legislative Change
9) BC Transit and local governments should enhance accountability in operating agreements. While some roles and responsibilities are contained in existing Master Operating Agreements and Annual Operating Agreements, accountabilities could be strengthened by: • Establishing information sharing requirements appropriate for all partners in operating agreements, including timelines and dates, performance measures (see recommendation 13) and local government planning (see recommendation 6); • Establishing local government financial accountability for service decisions that result in costs that must be covered by BC Transit (see recommendation 5); • Improving transparency by including the provincial share of debt servicing costs; and, • Committing BC Transit to provide financial information to local governments based on the calendar year.	NO	Can be implemented immediately.
10) The provincial government should amend the BC Transit Act and Regulation to enable multi-year operating agreements.	YES	No interim solution.
11) The provincial government should amend the BC Transit Act and Regulation to require only one agreement between local governments and BC Transit and one operating agreement between BC Transit and a transit operating company for each transit service area.	YES	No interim solution.
12) BC Transit should work with local governments to set appropriate service standards for each transit system and provide annual data on system and route performance.	NO	Can be implemented immediately.

Recommendation	Legislative Change Required	Implementation in Advance of Legislative Change
13) BC Transit should provide reports to Councils and Regional District Boards at least twice a year on: system ridership; cost per capita; passengers per capita; service hours per capita; cost per hour; cost per rider; and, revenue cost ratio. BC Transit should also provide each local Council and Board comparisons with peers and performance over time for each of these measures.	NO	Can be implemented immediately.
14) BC Transit should develop, in partnership with local government staff, performance reporting templates which meet local government staff needs. Sample templates are provided for discussion in Appendix D.	NO	Can be implemented immediately.
15) BC Transit should report in detail annually to local government on its administration costs, its fleet management activities and the benefits it provides from centralized purchasing in comparison to other transit systems across Canada.	NO	Can be implemented immediately.
16) The provincial government should provide the Board of BC Transit with the authority to authorize commercial revenue activities within an established framework.	NO	Can be implemented through policy.
17) The provincial government should provide BC Transit its capital funding through the established service plan process with output targets.	NO	Can be implanted through policy.
18) The provincial government should develop a policy framework for intercity routes among multiple jurisdictions and if required amend the BC Transit Act and Regulation to provide for a stable mechanism to implement these routes.	YES	The Ministry of Transportation and Infrastructure needs to develop provincial policy around inter-city public transit.

Appendix F: Survey



Dialogue Research

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BC Transit Independent Review Panel

Funding Partner Survey - Summary Report and Methods

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July 2012

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Background

The BC Independent Review Panel's terms-of-reference include a mandate to provide a profile of government-funding partner attitudes towards BC Transit in relation to four (4) main areas of concern:

- Operations & Performance
- Governance
- Funding relationships
- Consultation and communication processes

Survey Target Population – BC Transit local government-funding partners.

The BC Transit Independent Review Panel provided Dialogue Research with a list of 57 BC Transit local area government partner organizations for the purposes of this survey. The individuals targeted for this survey are the Chief Administrative Officer or equivalent for each partner organization.

Contact Information and Survey Invitations

This is a census survey as all organizations of interest were invited to provide feedback through the survey. CivicInfo BC was provided with the BC Independent Review Panel list of partner organizations in order to obtain required contact information for each organization. CivicInfo BC maintains their contact list in support of work it does for BC's UBCM. Respondents were invited by email to provide feedback using a web hosted survey. Email and telephone reminders were used to encourage participation.

Survey Content (Questions)

Dialogue Research prepared and pre-tested the survey questions. Survey validity was established by working with content experts (feedback from project manager and panel). The survey questions were developed with two primary objectives in mind: 1) to obtain quantitative measures (i.e. percent agreement) on feedback the Panel had received during meetings or through written submissions; and, 2) provide opportunity for partner organizations to provide additional qualitative feedback should their attitudes and opinions vary from what the Panel had been hearing through written submissions and meetings. The quantitative measures enables the Panel to discern the degree to which views they were hearing expressed are shared by all partner organizations; while the qualitative feedback ensures organizations had opportunity to express views not already conveyed through written submissions or meetings. Cognitive interviews with two CAO's from the target survey population were used to test understanding of question wording, appropriateness of response scales and adequacy of survey content.

Data Collection, Processing and Response Rate

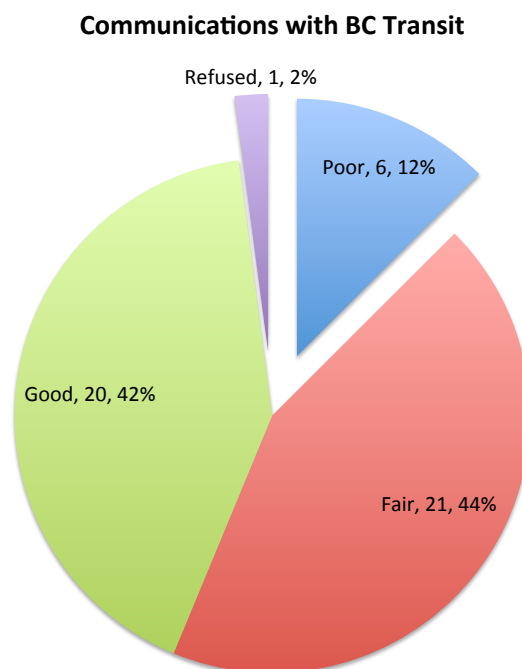
Data collection of the survey took place over a 14-day period between June 6th and June 19, 2012. The survey was left open until June 27th to accommodate two later submissions. One organization indicated they would not provide feedback as their community would not be providing public transportation due to costs of operation. A total of 47 of 57 organizations invited to complete the survey, provided feedback (an 82% response rate). A list of participating organizations is provided in the Appendix B. Dialogue Research provided all data processing services for this survey.

Analysis & Reporting

Dialogue Research provided this report of charts summarizing frequency responses to questions and verbatim responses to all open-ended comments/questions. Additionally, a Chi Square test of association was done comparing type transit system to key overall rating of BC Transit (Overall Communications, Overall Value for Money, Overall Relationship) as well as a question asking funding partners if they had an appropriate level of involvement in decisions being made by BC Transit that impacted their organization (see appendix C). Interpretation of results, conclusions and recommendations based on these results are the sole responsibility of the client.

Note - Sampling methodology was determined inappropriate for the target population given its size of n=56 and the Panel's goal to provide each local government funding partner an opportunity to provide feedback. Consequently, it is inappropriate to use statistical margin of error and confidence level measures in association with these survey results. Factors such as response rate and homogeneity of responses to questions will ultimately determine how representative the results are for this study population. For example as response rates reach 100% then the results can be said to be representative of the population. This survey's 85% response rate suggests that these results will provide a very good representation for the total study population's attitudes and opinions. Moreover, where there is a high level of agreement on questions the reader can have additional confidence that the results are highly representative. For example, if 99% of respondents said, "Yes" and 1% said "No," to a question the chances of error are remote, irrespective of the number of people providing feedback. However, if the percentages are 51% and 49% the chances of error are much greater. It is easier to be sure of extreme answers than of middle-of-the-road ones.

Chart 1: How would you characterize the overall communications between BC Transit and your organization, would you say it is poor, fair, or good?



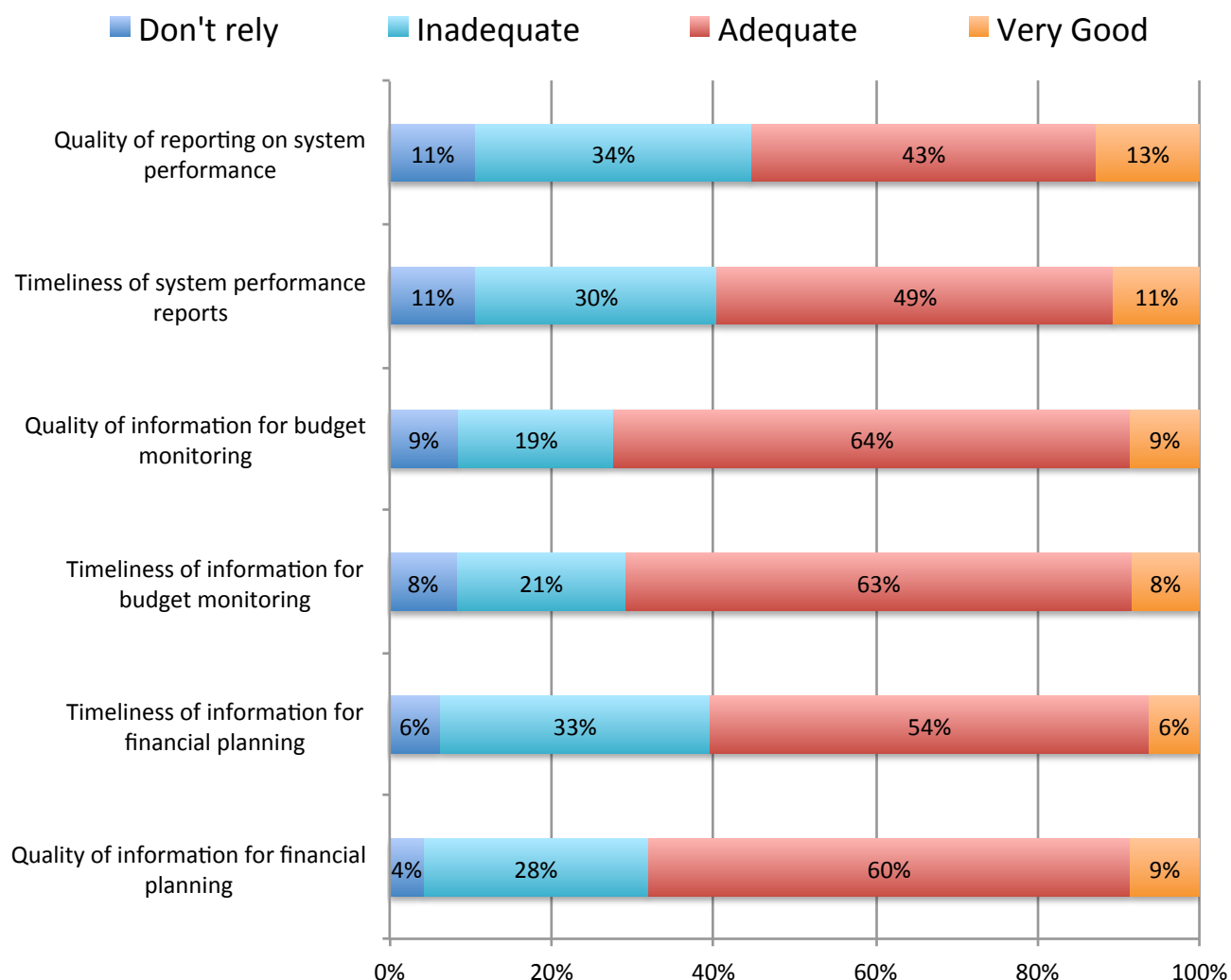
Comments on communications

- This has improved substantially over the past 2 years due to having a dedicated RTM. The 3 year forecasts were also a good step forward.
- The multi-year budget projections are helpful but BC Transit's fiscal budget cycle vs. our municipal annual budget cycle is a challenge.
- It has improved significantly over the past few years. We still don't believe that our concerns about cost increases are properly appreciated and addressed.
- BC Transit will on occasion appear [SUPPRESSED¹] to update Directors on the status of BC Transit's strategic projects such as the [SUPPRESSED]. Furthermore [WE HAVE] participated in these initiatives in a supporting role by providing background information and analyses. However [WE HAVE] no authority over, and very little input into, public transit planning and investment decisions which have the potential to significantly impact regional transportation and development patterns. While the BC Transit Act indicates that one of the purposes of the authority is to support Regional Growth Strategies, consultation on transit service plans, long range strategies and capital projects is not adequate.
- BC Transit has made improvements over the years and their level of communication is much better than in the past. Further improvements are required for timely communication of budget information including forecasting and vehicle replacement. More speedy and reliable answers to questions during local government budget processes are also required.
- Information related to some capital projects is insufficient for our organization to accurately budget. For example, the fare box program had inadequate information to allow us to properly budget for its implementation.
- Several years ago we would have responded differently. From the mid-2000's to about 2008, communication was moving towards poor. From 2009 on with the new CAO, we have noticed significant and continuous improvement at BC Transit. The [SUPPRESSED] Transit Service review in 2011 was a milestone for improving communication and understanding. BC Transit staff – especially senior staff – better understand the needs of and process for making decisions within Local Government. [SUPPRESSED] was able to have many questions about the system service and finances answered. [SUPPRESSED] staff have dealing with the transit file has been working with BC Transit since late 2000. [SUPPRESSED] has been fortunate to have worked with many great, committed BC Transit staff over the years. [SUPPRESSED] believes that more recently the timeliness of certain communication is related to workload. It is also important to note that the Enterprise Investment Initiative (EII) program is going a long way to improve communication and understanding of the needs and gaps in providing information to all parts of the transit enterprise. The key point to emphasize is that overall communications are improving!
- The real data we need has to be dragged out of our one contact point.
- We would request earlier, cooperative, lateral communication as opposed to top-down communication from BC Transit. Often BC Transit requests decisions to be made without adequate prior explanation or notice to staff.
- We have a three way communications protocol due to Society Involvement
- Communication can take up to 1 week - 24 to 48 hours would be preferred.
- Things have been proceeding quite well here, so there has been little need for greater communication.

¹ Square brackets are used to show where text has been replaced or removed to protect the identity of a respondent.

- Usually we initiate any conversation other than mass information
- As a smaller system, it's sometimes difficult to get consistent levels of attention, but BC Transit has been working hard at trying to address these issues.
- My concerns regarding BC Transit communications are: There is not a clear understanding of roles, i.e. what should the municipalities and BC Transit each be responsible for. A detailed list of typical day-to-day running of a transit system should be listed. BCT has created 'lead' people for each transit system in BC. In principal this should work but from my perspective that person needs to be more knowledgeable of the local transit system, needs, budget concerns, etc. In essence they should be like a quasi employee of the local transit area and have our interests as priority number one. As it is now I believe the contact has a desire to do this but does not seem to have the resources available to him to allocate the time it requires. - Need more cost/benefit analysis of bus routes and efficiency reviews, i.e. what routes have good/poor ridership and what should be changed to make it better. - Need more timely response to transit related requests. Currently we have a request in to BCT which is about 6 months old and could likely be answered within a few days. - It appears that BCT is a large bureaucracy where a small business model is needed since most of the systems are relatively small.
- The overall communications are improving; there has been a noticeable improvement over the last two years. There is still room for improvement.
- Communication has improved with Region Manager contact person we have been assigned. Prior to that, communications were poor.
- [REMOVED] is doing a great job working with us on a transit review.
- Good on the financial side - more on the fair on the planning side although that trend is now changing.
- Issue covered in detail in briefing note presented to BC Transit Independent Review Panel
- The communications between staff and the RTM for BCT has been good. Staff have commented that they do not feel that the RTM receives enough or timely support on their end. Most dealing are either directly thru or include the RTM. Recently staff have worked closely with BCT on a Transit Futures Plan. This process was very good and interest and support of BCT long range planner and RTM was great in this project
- It has improved. Good communication with the Regional Transit Manager but still feel left out of decisions on fleet and new initiative that have budget implications.
- Had a very good relationship with [REMOVED] and felt well informed/consulted on key issues. Relationship remains strong with new leadership at BC Transit.
- In general the communications are good, but the specific info we require needs improving (ie budget details and cost estimates that are more up to date and in line with Municipal budget time lines and explanatory notes with monthly invoices that have large deviations). Communication with BCT's RTN and other management is good.
- We have established a very good line of communications
- It used to be good, then it was poor but now it is better...still not good.
- Better in the past year.
- We have no contact with BC Transit unless it is initiated by us. When we do call, a response is not timely and often it's just a negative response.

Chart 2: For each of the following, would you say that the information received from BC Transit is inadequate, adequate or very good? Answer based on what you believe your organization's desired quality and timeliness of information from BC Transit to be.



Comments on BC Transit Information

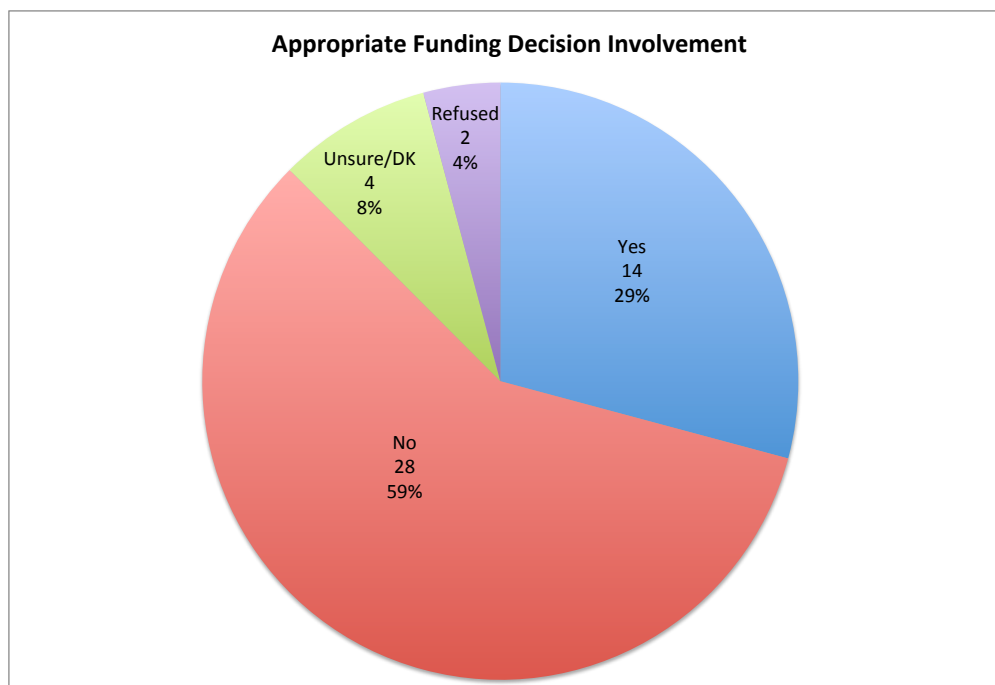
- The multi-year budget projections are helpful but BC Transit's fiscal budget cycle vs. our municipal annual budget cycle is a challenge.
- Basically, we get their proposed budget for the year and factor in the cost they say they will bill us. it is pretty straightforward. Again, we think that their cost increases are excessive, particularly for administration.
- BC Transit financial and performance reports are not presented to [SUPPRESSED] for review and comment by representatives from all local governments. The [SUPPRESSED] consists of representatives from only [SOME] local governments in the service area. Decisions on service, fares

and taxes are being made for communities without direct representation on the body making these decisions. Further, [SUPPRESSED] approval or disapproval of BC Transit budgets, service plans and capital expenditures is not final. Final decisions rest with the BC Transit Board acting on [OUR] recommendations meaning [WE] act in more of an advisory role instead of having any real authority over public transit service in the region. BC Transit has not prepared a multi-year financial plan that coincides with [OUR] 5 year financial planning requirements.

- BC Transit has made changes over the years that has greatly improved the quality and timeliness of information for financial planning; however, there is definite room for improvement. Local government budget deadlines differ significantly from BC Transit's budget timeline which makes it difficult to get the information we need from them at the time we need it.
- Generally, the quality of system performance is adequate, however, BC Transit sometimes has difficulty in being objective in its reporting with an inadequate understanding of local government budgeting and geographic constraints.
- Because BC Transit operates on the Provincial fiscal year, the default period for BC Transit's standard reporting, financial planning, budgeting is April 1 to March 31. Municipalities are legislated to operate on a calendar year. This is inadequate from a Local Partner point of view. BC Transit has historically been focused on financial reporting of financial key performance indicators. Due to the influx of complaints received locally, [WE] were pressing for system performance information from a passenger's point of view. BC Transit was slow to respond to this request. [SUPPRESSED] Service Standard Measures [SUPPRESSED] is evolving and is now being reported on annually at best using the BC Transit fiscal year. BC Transit is looking at ways to standardize and automate data collection and reporting. BC Transit has recently produced three year draft budgets (One-year budget with 2 year forecasts). This is good first step. BC Transit's goal was to get the information to the communities in the fall. In 2011, we received the information at the end of October. Now that the first three year budget has been done, we hope to receive this information in September or early October to better fit our budget cycles and move from Adequate to Very Good. Because of financial system and accrual accounting, BC Transit tends to be three months off with budget to actuals monitoring. It becomes more accurate towards November, December but by that time we have already reached the Local Government year end. It would be ideal to have quarterly invoicing that reflects actual costs instead of just budgeted costs. This would also help with year the different year ends.
- No options for 'not applicable' so have used 'inadequate' because we do rely on BCT to provide the information
- Items in the Master Operating Agreement establishing BC Transit's responsibility to conduct service audits are not being honoured. Revenue and Ridership reports identify general trends but more specific information would be helpful (for example, route-specific information to identify high and low demand areas and revenue generation information to establish a more realistic allocation of revenue between local funding partners) Need better and earlier consultation with budgets (current & forecasted), especially regarding increases BC Transit needs to provide historic information on cost increases to evaluate system performance, past trends and set future targets
- We appreciate reports provided but sometimes need more detail relevant to our ability to analyze local needs
- Local government budgets are prepared in summer of the year preceding. BCT budget information must be sent out in July to be of most use.
- Schedule C of the AOA - very difficult to interpret Different fiscal year ends confuse issues

- For budgeting purposes, we require some greater detail on how the costs are arrived at for extra services. That was not clear and when I requested a budget without the extra services for comparison purposes, it was not provided.
- Good ridership data is delivered in a timely way by the Operating Company and its subcontractor. The farebox ridership/financial data that comes from BC Transit has not been timely or accurate in the past - the jury is still out on changes to improve that process. In the past, the timing of budget information for AOAs has been an issue. The introduction of 3 year budgets for planning purposes represents a quantum leap forward, although having to make adjustments for Provincial vs. Local Gov't fiscal years is still an issue.
- We see general ridership statistic reports but I would not categorize these as performance reports. Performance reports should include items such as ridership per hour by route. This would help us decide where transit is most used and where service should be reduced/increased. It would be helpful if financial plans were in the form of annual budgets rather than fiscal since all municipalities have annual budgets.
- We are pleased with the information rec'd and in particular the 3 year budgets.
- The information is much better than two years ago, but it is still not quite good enough yet.
- System has improved with info now being made available in the Fall when budget planning begins - however, changes sometimes occur and we have a different year end than does BCTransit making it more difficult to budget.
- Issue covered in detail in briefing note presented to BC Transit Independent Review Panel We tend to not rely on the information from BC Transit as it is often equivalencies as opposed to actual data on system performance and there are often errors in the performance data.
- the quality of the reports/info requested is generally "usable" to good. The timeliness varies. It goes back to the support of the RTM as her request for support from BCT are timely...
- I believe that BC Transit is improving in their provision of financial information and budgets however there are still some delays in the delivery timelines.
- Normal situation with our fiscal year legislated to be calendar year, while Bc Govt, BC Transit, etc operate off the April-March fiscal
- Some problems are the result of the calendar year vs the BC Transit April-March year. There is also a lag resulting from processing delays.
- Three year budget planning is an improvement
- Year ends are not synced so therefore getting timely budget information for our budget (calendar year) has been a challenge in the past.

Chart 3: Thinking about your organization's funding contribution do you have an appropriate level of involvement in decisions BC Transit makes that impact your budget?



Comments on funding decision involvement

- We had to replace all of our buses a couple years back which had a large financial impact on our budgets. These were not properly anticipated, which was a combined responsibility of city staff and BCT staff. We ended up having to make after the fact transit changes that should have been considered as part of the decision to go to the new busses. Since this time there has been very good support from BCT to help [US] adjust their system to meet transit goals as well as keeping it financially viable.
- Our level of involvement seems to be improving especially since we are currently participating in a service review of our transit system.
- I think that they should be re-engineering their organization and cutting their costs. Municipalities have consistently been reducing their costs over the past few years. This year, even the RCMP got the message and has been reducing their operational costs.
- Two thirds of the funding for the Victoria Regional Transit System comes from local sources such as fares, and property and fuel taxes. Not all local governments in the [AREA] can review and comment on how this revenue will be allocated. Transit service planning and operational decisions which affect regional and local transportation systems and budgets are made outside the authority of the Board and municipal councils.
- Historically, the negotiations of AOA agreement are one-way negotiations with little opportunity for local government to have meaningful input into the cost sharing relationship.
- We suggest that a Provincial Local Partner Management Advisory Group be formed that reports to the Board so that the BC Transit Board has direct access to the Local Partner practitioners when making

decisions. Feel free to contact us if you would like more details on the concept. We see three categories of decisions: capital, operating and selection of the operating committee. With Capital - BC

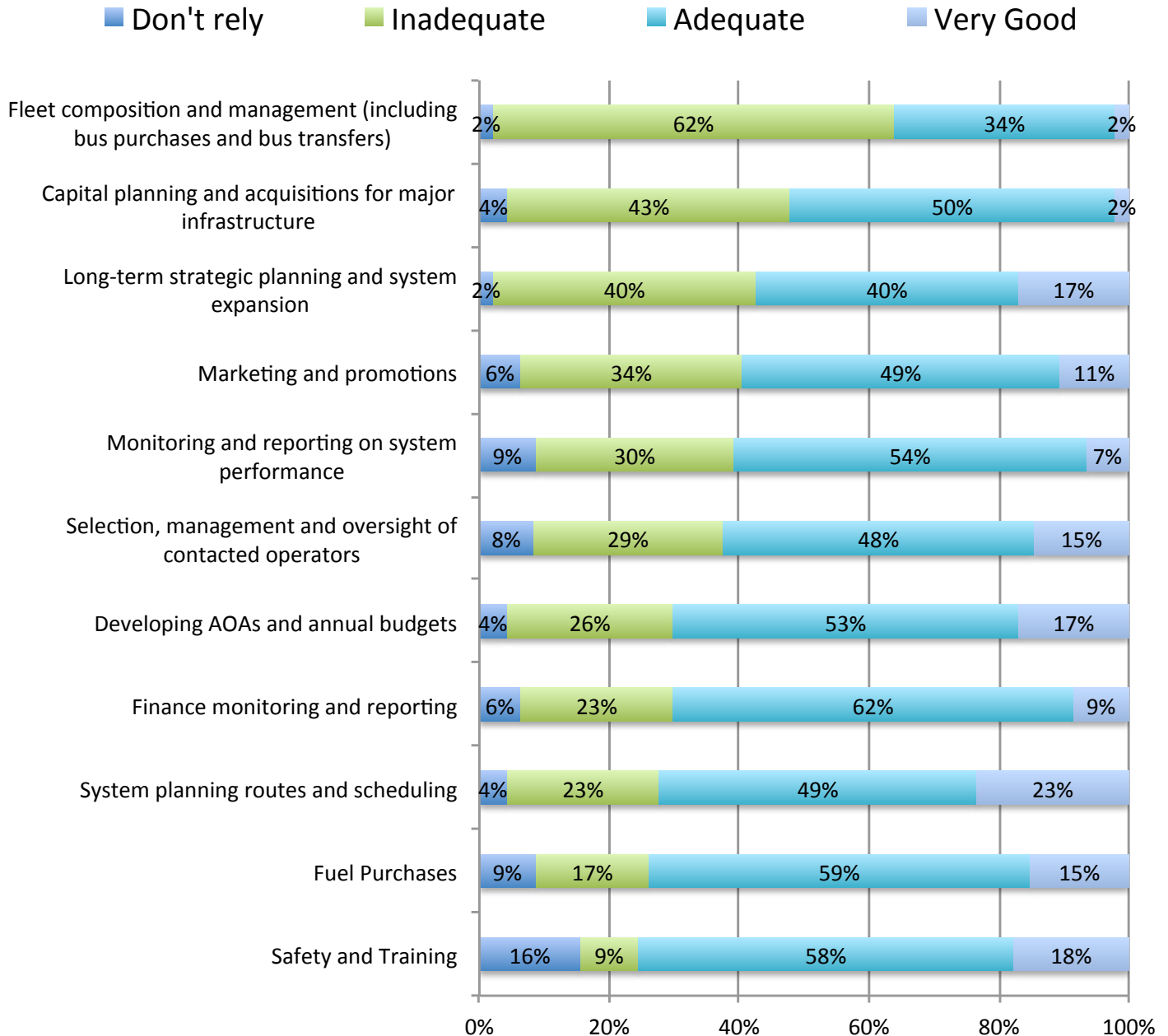
Transit makes the final decisions on Capital projects and Selection of the operating company with input from the local partner even though the local partner is responsible for 53% of the cost. We feel we should be more directly involved in the capital decisions as well as the selection and cost negotiations with the operating company. Operating related to service levels and fares the local government is empowered but still must rely on good advice from the BC Transit experts.

- No involvement in decision making for a new [SUPPRESSED]
- Decisions regarding transit which have financial implications to the City are often made by BC Transit and offered to local partners as information without expectations of feedback.
- Provincial Standards are sometimes difficult to impose locally
- I believe that we do. However, we do not have control over is the infrastructure itself... Replacement buses, # of buses need, back up buses, etc. Each year there are budget surprises that we were either not aware of or do not have a say in.
- I suggest BCT visit and present to each local partner Council or Board each year to improve relationship and lay ground work for future changes.
- We have a unique funding arrangement through our local [SUPPRESSED] so most of the budgeting issues are not as relevant to our organization as they may be to other local governments.
- This is a qualified "yes". As a smaller Tier 3 system, the [SUPPRESSED] is understandably tied in to the Tier 1 system in [SUPPRESSED]. In the past, little attention was paid to the separate requirements of the [SUPPRESSED]. While it has not always been an easy process, BC Transit has been listening and assisting us over the past few years in implementing changes to the means by which the service was delivered, resulting in maximizing our efficiencies to the extent possible. However, consideration of alternate vehicles for delivery of regional intercity service remains a stumbling block.
- The simple answer is that we do not have any involvement in budget decisions of BC Transit. An example was when the farebox system was implemented we were not consulted prior to implementation. The issue of farebox may have been raised but we were not told what the impact on the budget would be and therefore we did not have meaningful consultation. Another example was when it was decided that major bus repairs would be incorporated into the capital plan; there was no meaningful consultation on budget impacts. It was actually noted that it would save us money but in actual fact the budget increased after that was done. I suggest a memorandum of understanding be created listing how we will interact with each other on various decision points.
- We have involvement in service reviews periodically, we have involvement in issues such as route /schedule changes, and if we are willing to accept available service hours.
- Things have improved steadily
- The annual commitment of funds is substantial for our municipality - it is difficult to set an amount we can afford and have BC Transit deliver within that amount. It may be that what we are willing to pay/afford and what can be realistically delivered cannot coincide in a workable transit system.
- Have been good about changes to the system without impacting expense.
- Issue covered in detail in briefing note presented to BC Transit Independent Review Panel. We have a concern that BC transit doesn't respect the level of funding we provide and it is not reflected in the

branding of the service. Very little mention of the partners in communications, focus on BCT. No involvement by [SUPPRESSED] in decisions by BCT that impact [SUPPRESSED] directly.

- We rely on BCT heavily in this process (because this is the way it has always been). The Master Operating Agreement comes thru BCT and we "live with that" for the term. The fluctuations in fuel prices and debt servicing yearly create challenges during our budget period, and usually need to be defended, even though transit services are important in the community
- The majority of the funding comes from the local community (fares and Local Government share) but we are treated as the junior partner. Beyond communication we want a full say in what happen in our system.
- We have identified our interest, and the RTM meets regularly with Council to discuss what is being looked at and how it might impact service delivery or costing
- No input into capital planning.
- Would prefer to have more knowledge of when major vehicle repairs or renos are being planned and recommended, especially since BCT's budget year is not the same as local government. i.e. with a major repair suggested for BCT 12/13, local government may wish to have it done either in Dec 2012 or delayed until early 2013. Local government makes many decisions based on remaining budget funding and to have input into the flexibility of when the expense occurs is important.
- Transit is now consulting with local government, however, this consultation is more selling a decision which has already been made
- Where we want more service, and are willing to pay our share for more service, we aren't able to get BC Transit participation.
- Major discrepancy in terms of what is funded versus what we pay, choice of vehicles and being forced to accept sub par replacements, lack of consistent funding.
- We have asked for expansion of the services for our community and have not progressed over the last 10 years. We are prepared to commit additional resources but receive only lip service from BC Transit.

Chart 4: Would you describe your organization's involvement in the following decisions as being at a level that is inadequate, adequate or very good? Please answer based on what you believe your organization's desired level of involvement to be.

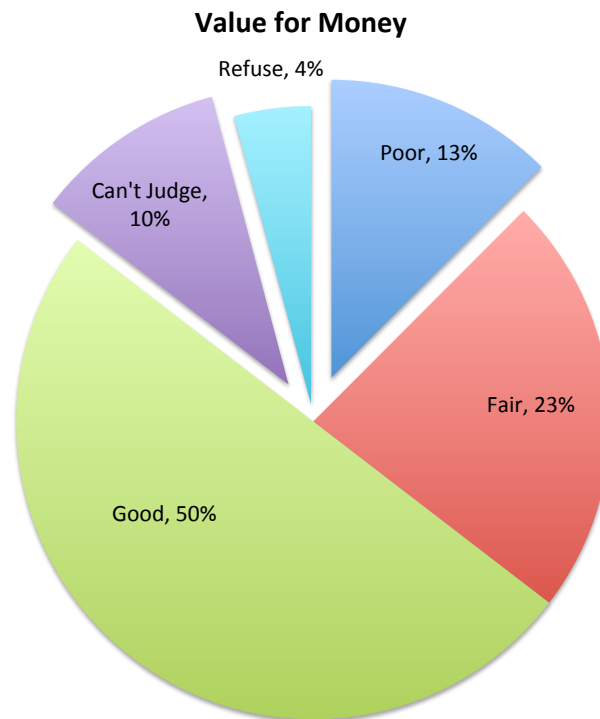


Comments on involvement in BC Transit decision's that impact our organization

- Our level of involvement seems to be improving especially since we are currently participating in a service review of our transit system.
- We have had excellent service over the past 2 years in reviewing the City [SUPPRESSED] routes, fleet and developing a regional model.
- [SUPPRESSED]. I think that we are not getting good value for the money from BC Transit. We should have the ability to opt out of BC Transit but still get the government contribution towards our local transit system.
- The monitoring of system performance and service planning relate directly to the region's financial and strategic priorities. As such they require Board oversight so they conform to and align with the [SUPPRESSED] budget processes, and most importantly the sustainable vision and goals of the Regional Growth Strategy.
- With capital planning and acquisitions of infrastructure and fleet; selection, management and oversight of the contracted operator, we feel our involvement is inadequate. With Fuel purchase, finance monitoring, safety and training and monitoring and reporting on system performance, we do not wish to be involved at this time but we also don't have the option to be involved. In the other categories, our level of involvement is improving.
- Timeliness and lack of background information and reasoning are the primary problems
- The two areas that were given inadequate are areas that we (as municipalities) have no control over. Most times, we are told that an item is coming, or a replacement is needed. It is not planned.
- Marketing and safety are areas where our local government has little ability, as a result we rely heavily on BCT.
- [SUPPRESSED] needs low floor buses - still waiting
- I have been responsible for transit for the past year for the [SUPPRESSED] and haven't seen any reports on System Performance. Marketing and Promotions, when we have been working on receiving signs etc, it takes a long time to get any information or responses For Finance Monitoring I have only received the budget to actual information with the monthly invoice. We have had issues receiving Bus Pass Revenues. The difference between our year end and transit's year end causes some issues, as we could use more reporting at December 31 for our year end process.
- The responses above under "Adequate" are based on perceived improvements as a result of recent changes at BC Transit over the past year. As previously noted, the jury is still out on some of these changes and whether BC Transit will have the human and financial resources necessary to effect positive change in all these areas for all the transit systems they manage. Re. marketing and promotions, this area needs a substantially higher spend and some sharing with Local Government of the authority to spend.
- BCT has a system of transferring buses between systems but it's unclear how they decide which buses to transfer and how it benefits the local system. I have a hunch we are subsidizing systems such as Kelowna or northern communities where salt causes quicker rusting of buses but who's buses are transferred to our system after a 3 or 4 years without any financial benefit to us.
- Annual budgets and AOA's would not be an issue if we were one system operating as a standalone operation. We routinely need to have our rtm amend the aoa to reflect our local structure.
- Monitoring of system performance needs enhancement
- Involvement in planning and scheduling is a recent improvement.

- Issues covered in detail in briefing note presented to BC Transit Independent Review Panel Involvement in strategic planning is inadequate in that [WE ARE] involved but it is felt that how we are involved is not appropriate in that [WE TAKE THE] lead because BCT's lack of skill, creativity and knowledge of community. With respect to oversight of contract, [WE ARE] playing larger role because don't feel that BCT is fulfilling role, have direct contact with operator and taxi provider to get issues addressed in a timely manner.
- In every case where there is an alleged safety violation (either reported to us or directly to BC Transit), the operators' safety officers meet with City staff to review the complaint and later to advise as to the resolution. We had conversations at a Council to TRM level and at a staff to TRM level regarding proposed new bus purchases, and identified our willingness to accept one or more of the new models.
- For the 2nd point above - we have only had very limited discussion on an operational facility a while ago but the latest direction due to the huge cost is apparently to not look at a BCT owned facility. We are unaware of other capital infrastructure aspects. With respect to selection of operating company - we will apparently be involved with an upcoming RFP, and I am not aware if we are asked for our comments or are surveyed about our current operators performance. Regarding fleet composition and bus transfer - I do not recall being asked about how we feel about the make up or performance of our fleet (mostly Dennis Darts). Regarding fuel purchases, we have not been consulted on what options are preferred.
- Service review was promised, and then delayed for many years. We had to push hard, and now a review is in progress. Long-term management of the fleet has been very poor as decisions are not practicable and mandatory. The Dennis Dart maintenance problems have been ignored.

Chart 5: Overall, do you receive poor, fair, or good value for money regarding the services you receive from BC Transit?



Comments on overall value for money

- Local governments have no authority to effect compliance of BC Transit service and long range plans with Regional and Municipal goals and priorities and may not receive good value for their money under the current governance model. A contractual relationship between the CRD as the public transit authority and BC Transit as the service operator and provider would be a more appropriate model for monitoring, measuring and determining value for money.
- For the services actually received from BC Transit, there is fair value. However, for those local governments that provides services directly without BC Transit assistance there is no corresponding reduction in costs to reflect this relationship.
- We have had excellent service over the past 2 years in reviewing [OUR] routes, fleet and developing a regional model.
- We believe BC Transit is an organization that offers valuable professional planning and oversight of our transit system. Post [SUPPRESSED], the [SUPPRESSED] Transit System has received good value for money. Pre [SUPPRESSED] the local [SUPPRESSED] Transit System felt neglected like many other systems across the province. We believe that part of this was due to the fact that BC Transit was putting a large portion of its limited resources into the Olympic games effort and thus the local system services suffered. All that being said, BC Transit put a huge effort into planning and delivering an excellent transit system for games time [SUPPRESSED] at no extra cost to the local communities.
- It is difficult to know the value of what BCT provides given we don't have anything to compare it to (e.g. other transit companies). For example, having the manager of this region flying to the area every week from Victoria is likely not the most efficient.
- We feel that we subsidize regions too much
- Again, we have a somewhat unique arrangement with our [SUPPRESSED]. In our experience, we consider that we receive very good value for money. Our partner - [SUPPRESSED], has much more direct input into planning.
- Compared to other jurisdictions in Canada, we appear to be getting good value from BC Transit.
- Right now we get great value for money because of the contribution by [SUPPRESSED]. This question may be better answered when the system is expanded and there is less of a [SUPPRESSED] contribution.
- Issue covered in detail in briefing note presented to BC Transit Independent Review Panel. We are told by BCT that we are getting a great deal and excellent service in this model but don't know. We have nothing to compare values in service delivery to, difficult to answer without more analysis but our overall feeling is that it is not good value for money due to issues related to BCT overall performance.
- For years the BC Transit charge for their services was 3% of budget. It is now much higher and can go to 8%. The Municipal Admin. charge has remained at 2%. For a small system that is not changing we pay a lot of money for the services we receive.
- We view our relationship with BC Transit as a partnership (a three way partnership, actually, between BC Transit, the operating company, and ourselves), so we see services from BC Transit as partnership contributions, and judge value on whether the partnership is successfully delivering the service our citizens desire.

Funding Partner Survey - Summary Report and Methods

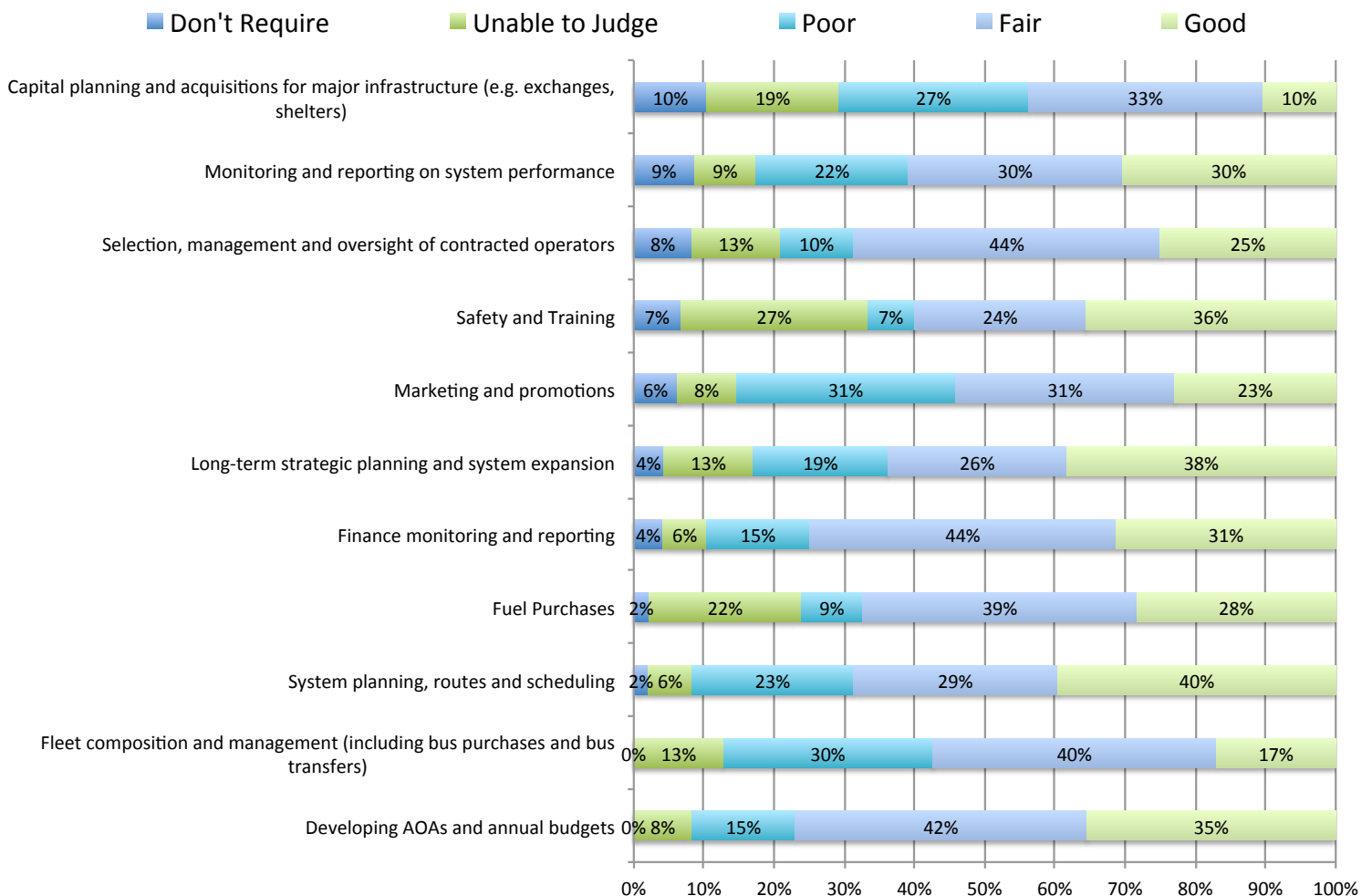
Prepared for: Tom Lee Management Consultants (TLMC)

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- We appreciate the provincial funding but not the lack of control or influence over our system. We also feel the Provincial "one size fits all" mandate does not fit our local system. For example, transit users in small, rural systems take the bus because they have to (a social service) while many in the lower mainland take transit because it is the right thing to do (green service).
- We have no control over the level of service to be offered within our jurisdiction.
- They are not addressing the community's need for additional transit. There should be greater integration of transit services in the Okanagan Valley. Perhaps BC Transit is not capable of achieving this and we need to look at a new organization such as an Okanagan Valley Transit Authority.

Chart 6: Please indicate the value for money you feel is received for each of the following services BC Transit provides to your organization.

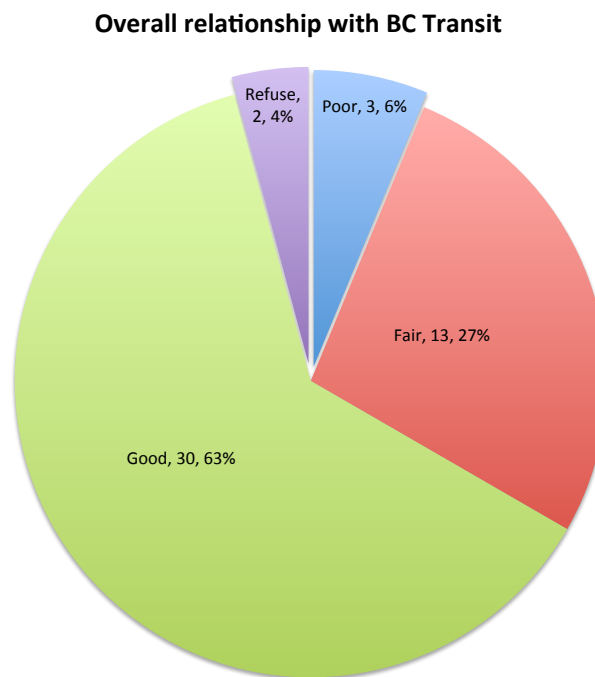


Comments on value for money

- Our ability to judge value for money will improve after completion and implementation of the service review of our transit system.
- We need BCT to bring some marketing expertise to the smaller rural systems, we have a local transit group that has come up with a number of good ideas on how to increase ridership, we need expertise at the BCT level. We feel that BCT can do better on fuel purchasing if they were given additional tools to work with eg BC Ferries to hedge fuel process.
- We do not receive valuable information from BC Transit on system performance. [OUR] statistics are combined with public transit statistics resulting in unusable information.
- Long-term strategic planning –[SUPPRESSED] had to hire a consultant to produce a long-term strategic plan for transit as BC Transit didn't have the resources to meet our needs. The 2011 [SUPPRESSED] Transit Service review is a good start to setting the base for long-term planning and expansions in the future. Poor capital planning for [SUPPRESSED] has been one of the major issues that has put us into the difficult situation we're in today with increased costs and the [SUPPRESSED]% service cut. The planning leading up to the [SUPPRESSED] decisions was an exercise in misinformation. We feel that BC Transit has learned from our unfortunate situation and is improving their planning and acquisition processes across the province. See comment above regarding Selection, management and oversight of contracted operators. We feel we should have more say. Oversight of the contracted operator has been improving over the past few years. With respect to Fleet composition and management, we disagree with some of BC Transit's decisions. With monitoring and reporting, we would like to see this done on the calendar year and we would like to see it more than once per year in August.
- Management from Victoria does not lend to knowing and understanding the issues in the more rural areas.
- There needs to be more safety and customer service training for drivers; currently drivers have indicated that there is little safety training and no customer service training.
- System performance reporting is currently at a low point. We are hopeful that the new GFI fare boxes will result in significantly improved system performance reporting.
- Again, the "Good Value" responses are based on perceived changes. On Fleet composition, 1 size does not fit all, and Local Governments need more options for dealing with off-peak service demands. The alternative to smaller buses for off-peak service is to spend substantially more to get riders to fill up the excess capacity on full size buses. The poor value on Marketing and Promotions is not intended to be a reflection on the BC Transit staff in that department, but rather the lack of budget associated with the issue.
- As contact person with many other responsibilities, I am dealing with Transit off the corner of my desk.
- Issue covered in detail in briefing note presented to BC Transit Independent Review Panel
- Our system is static therefore no long term planning or capital planning needed. Excluding the fleet side we get good services but the cost escalations for BC Transit services have increased dramatically since the time it was set at 3%.
- We have not fully explored the opportunities in marketing and promotions, and will make this a focus in subsequent years
- We are accountable to taxpayers and do not appreciate capital costs being forced on us when they appear to be far higher than market and that the rationale used is not applied on a case by case basis. We are not getting the BCT fleet discount for fuel.

- [WE HAVE] been requesting an upgrade in service between [SUPPRESSED] and [SUPPRESSED] for several years. We weren't able to get BC Transit's attention. When they did do a transit study on their hubs, [WE] had to pay separately for the [SUPPRESSED] perimeter study. It has taken at least 5 years to get on the list for a regional master plan.

Chart 7: Overall, would you say your relationship with BC Transit is poor, fair or good?

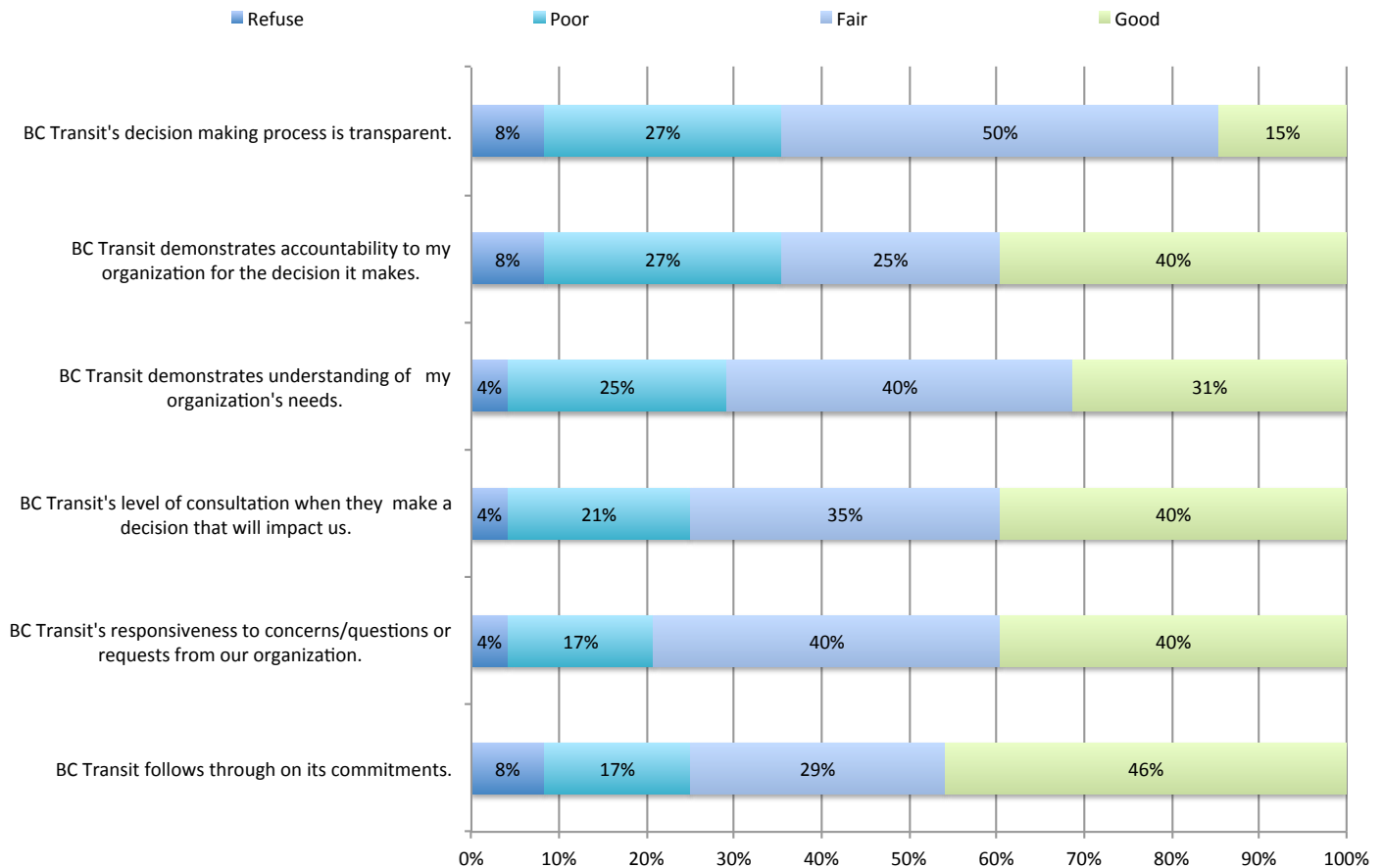


Comments on overall relationship with BC Transit

- Our city is currently undergoing a Transit Review. We have waited about 1 1/2 years for it to begin. Finally Transit says lets start it late this spring. We met with them and asked that they wait to the fall as we are very busy at this point in time. After all, we have waited a long time and a few more months would not make much of difference to us. However, the Transit Manager refused and scheduled the first public meetings this spring. This would have been fine, except that we are now having to have had to help them out in organizing the meetings. (i.e. finding locations, sourcing equipment, identifying who they should contact).
- The [SUPPRESSED] Transit System Service, Financial and Facility Reviews have gone a long way to repair the relationship and have both BC Transit and the [SUPPRESSED] understand each other. BC Transit has always been able to attract good people that understand the importance of a functioning relationship with the partners.
- Transit projects and work seems to suffer because of how busy BC Transit employees are; they can be late responding to inquiries or not respond at all, and slow to complete work. However, once BC Transit Staff are focused on an issue, the working relationship with them is cooperative, productive and pleasant.
- The relationship with BC Transit staff is good; however, the resources at their disposal to keep up with our needs has been lacking - they appear to be stretched too thin.

- We feel we have open lines of communication for our issues.
- Varies between departments within BC Transit.
- Current BC Transit Regional Manager is responsive and good to work with.
- Good relationship with Regional Transit Manager but disconnect between needs of our small static system and the provincially driven direction of BC Transit.
- But I wish to add that our relationship is improving.
- We have [NAME] and [NAME] on speed as well as the local manager of the operating company. We talk frequently and share the same goals around service delivery. I've got internal departments where I don't have as good a relationship as I do with BC Transit
- Staff has a good working relationship with BCT. This may not be the case with some elected officials.
- To local governments, the face of BC Transit is the RTM's and although overtaxed, they are doing a reasonable job. They have no authority over the decisions though, and this is frustrating for us.
- We just have very little contact.
- We have received excellent service from our RTM over the past 2 years, continuity is very important here and RTM should not be moved around. Also BCT Senior Mgmt have taken the time to come to [US] to understand our situation and have been willing to work with us.

Chart 8: In each of the following areas is your relationship with BC Transit best described as poor, fair, or good?



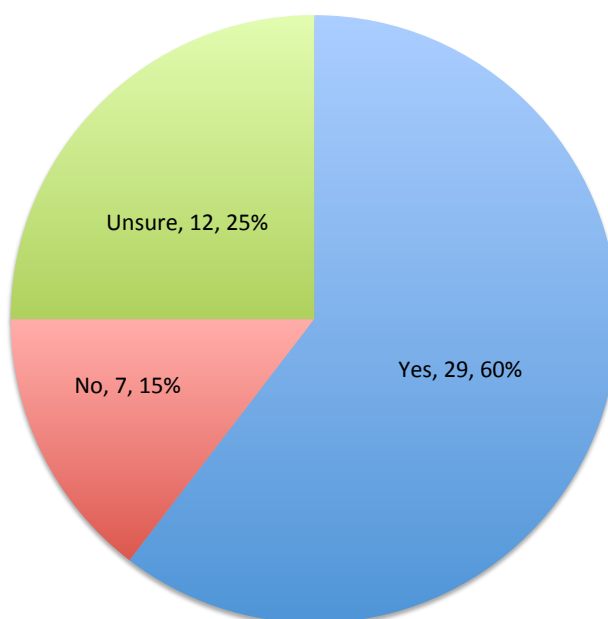
Comments on relationship with BC Transit

- The level of responsiveness from BC Transit is dependent upon which department we are working with. Our relationship with regional managers has always been good.
- See comments above. There are still improvements that could be made on level of consultation and usefulness of consultation when making decisions that currently fall fully within BC Transit's realm – such as capital acquisition, selection of contracted operator. The EII process is a step in the right direction – however, due to the backlog of items on the BC Transit to-do list, there is almost too much consultation now because there are important projects moving forward concurrently.
- There has been a major lack of communication and comprehension of the issues in our area.
- As above we have had excellent service in the past 2 years, prior to this it was poor. There is still some challenges as an operator understanding on the fleet side. As mentioned earlier, the operating side is strong, it is the marketing side that is inadequate.

- The current structure of planning and decision making with BC Transit is flawed. Transit Planning and decision making need to happen in the local community and can't happen in Victoria.
- Local government suffers from inadequate knowledge of how BCT functions, this could also be true in the reverse. Improved formal and informal communications will help overcome difficulties that result.
- Our relationship is fair, and it is up to the District to make contact with BC Transit. Otherwise, we don't hear from them other than required reporting.
- Answers reflect current state of affairs, as opposed to historical state of affairs. Answers would be different if responding 2-3 years ago.
- Responsiveness to concerns/requests from our organization are not always followed in regards to local structure and cost allocations. This comment is specific in terms of moving issues forward for aoa's and cost/revenue allocations.
- Varies between departments and individuals.
- Issue covered in detail in briefing note presented to Panel. Of note, since our presentation to the Review Panel we have had several more examples of lack of responsiveness, poor communication and poor quality of marketing materials produced by BCT using their own data and it was filled with errors and inaccuracies. Further, the response by BCT staff to our concerns related to these errors in marketing materials and press release was less than professional.
- Again, the RTM does [THEIR] best to address the City's needs but does not appear to always receive support for this. Some areas are improving as is getting support from [THEIR] manager to make things happen
- Again there is a disconnect between needs of our small static system and the provincially driven direction of BC Transit.
- BC Transit, City of Dawson Creek and the operating company have all made a commitment to follow through on anything we agree to do, and it has worked very well
- With regards to the first point above, sometimes BCT makes decisions that do affect us and that end up being changed due to either additional info learned after they made their decision or BCT had insufficient info and rushed a decision. (ie latest handyDART no show and cancellation policy and letter, received local government approval (as requested) and then BCT wanted to revise many aspects of the policy) which indicates to us that the original policy (and request for our approval) needing more review.
- BC Transit decisions are very inwardly focused and we find out after the fact.
- There is a difference between contact and listening AND actually acting on our stated preferences.

Chart 9 : In the last two years BC Transit has undertaken its Enterprise Investment Initiative and introduced three-year budgets. Have these efforts resulted in improvement in BC Transit's working relationship with your organization?

BC Transit efforts resulted in improved working relationship



Comments

- Yes the 3 year budgeting is much better. They still have to develop a strategy around vehicle replacement so that we don't have these large spikes when the replacements happen.
- A lot of effort is being made by Transit staff but the timing of the release of budget information still falls behind Regional District budget cycles and does not appear sufficient to inform the financial planning requirements of Local Government.
- The 2011 [REMOVED] Transit System Service, Financial and Facility Review is the key factor in improved our working relationship with BC Transit. If we didn't have this recent positive experience with BC Transit, the EII and the introduction of the three-year budgets would be seen as the turning point in the relationship. We absolutely appreciate these efforts and see them as a way to keep the communication open and contributing to maintaining the positive relationship.
- There was no discussion regarding the contents and background related to the budget numbers and categories.
- Important omissions of our three-year budget from BC Transit included, projected increases in revenue, ridership and service hours. These would be useful in helping establish financial goals for providing financially sustainable transit.

- This is the best change in practice I've witnessed in 5 years!
- Our understanding is that this work on EII is not yet complete so can't comment. With respect to the three-year budget, this has been better for financial planning.
- It is great that they are now providing this to staff, and it does help... the challenge that staff still have is the periods as the City runs Jan-Dec vs BCT April-Mar. Staff need to still convert all the budget info into the City's budget cycle
- 3-year budgets are much appreciated. Our number 1 priority is cost containment not necessarily the things in the EIP.
- The receipt of the 3 year budgets is helpful, but does not really suggest we have an improved relationship, as that item is only one aspect of building a strong working relationship and we have many other items that we would like to see BCT assist us with. And the 3 year budget does not coincide with our calendar year budgets.
- Understand the changes but haven't seen better results.
- We view this initiative as a sales pitch for increased investment in administration.

Verbatim: If BC Transit improved one thing what would your organization like that to be?

- Planning, prior to the last 2 years we were told we would be in line after larger systems were done. We have had an RTM that has worked closely with us and got the planning support to complete 2 reviews of our system as well as develop a regional structure - huge strides forward.
- BC Transit's responsiveness to questions.
- Provide three-year budgets based on annual budget cycle of municipalities instead or at least in addition to the fiscal budget cycle.
- How about three things? a) Split it in two. A rural section and urban section. Our local needs different from the needs of Kamloops or Vernon. We should not have to pay for services we don't use. b) Become a contract management company and get out of being a quasi-operating company. Letting the Transit Operators decide which equipment to purchase would result in be more accountability over operating and equipment purchase decisions. c) Allow local municipalities run their own bus systems, and provide to them the portion of grant money that the Province provided to BC Transit to fund the municipality's bus system.
- Change the governance model such that Capital Regional District Board is able to assume the authority of the Victoria Regional Transit Commission together with the necessary supporting regulatory powers to enable more accountable planning and funding of Public Transportation within the CRD.
- Communication during an RFP on budget implications. During an RFP, more detailed information needs to be provided to the local government on the forecasted budget for the 7 year term of the contract. This will allow the local government to see the budget implications of entering into such a long term contract for service and alleviate the surprise and concern currently experienced when the annual draft budgets are released.
- More flexibility in budgeting and decisions regarding capital and maintenance.
- Need to learn more about the system.....

- The one thing that we would like to see is BC Transit reporting and budgeting on a calendar year instead of the April – March provincial year so that we wouldn't have to translate and reproduce all the information received to fit the municipally legislated calendar year. (If changing years is not realistic, then quarterly reporting so that it would be easier for the partners to monitor and track the transit budgets locally as well as easily translate KPIs from the provincial year to the calendar year.) We appreciate the Minister's and the Panels attention to this project and local partner feedback. If you have any further questions related to this survey or our presentation, please do not hesitate to contact us. Regards.
- Better communication with the area manager and with other BCT staff that work directly on our issues.
- More efforts to improve cost effective transit; for example, identify who is riding transit where and when and how we can use that information to better match service to demand. Local decision-making and planning are essential and currently do not occur.
- Cost Control for small operations
- A clearer understanding of the process.
- BCT must secure long term funding/support from MOTI, ideally this would result in the ability to make long term financial and performance commitments to local governments.
- A greater appreciation for the difference in budget and year end cycles. Municipal Government is Jan to Dec Fiscal year end vs the April to March year end of Transit.
- Develop a Regional Intercity Transit Model that addresses the qualitative differences between regional, intercity transit systems and municipal systems with respect to: lower rides per hour, much greater travel distances, significantly higher operating expenses, lower operating cost recoveries, and substantially more complicated and challenging cost sharing considerations. This requires a different governance and funding model than the one that was built for municipal systems. BC Transit would need the Provincial Government's assistance in tackling this substantive issue.
- Find additional funding source (maybe a local fuel tax) to help pay for transit & draft a memorandum of understanding outlining BCT and local transit responsibilities, how budgeting will be done, processes for budget changes, etc.
- A system or governance structure to allow it to make strategic planning decisions and having those decisions being linked to service allocation plans, to support local government planning of transit.
- Maintaining contact with our organization and the 3-year budgets
- Rider information/marketing
- More research on *[innovative]* transit models for small urban communities. Currently, the "bus" system seems to be the only model used. Perhaps there is an opportunity to invest in a "taxi like" model for small communities that do not have the population to support a bus system. The model could include providing a subsidy to a taxi company that then could provide a service to the community outside of the hours operate by BC Transit. There must be other models that could be explored.
- Assisting us in reducing costs for provision of transit in the community within a viable system.
- More public transit to our community. Being rural we only have one small transit bus that can provide limited service. We are looking to improve the system but funding will be an issue. We are currently working with BC Transit Planning Staff to look at improvements but rural communities should be included in more of the overall area planning.

- Customer service, transparency and communication to local government as a partner that is respectful and effective to ensure that our contribution to the delivery of the service makes best use of scarce tax dollars. All other improvements in BCT performance and partnership with us flows from that.. Issue covered in detail in briefing note presented to BC Transit Independent Review Panel Consultation prior to decisions being made.
- Continue to improve the ability for the RTM to source recourses with BCT in a timely fashion
- I'll give you 2: Get rid of the Dennis Dart buses asap with funding provided by the Province. Make Local Government an equal partner in the governance and oversight of BC Transit.
- This is a period of transition. My own Council has only recently started a formalized and consistent strategic planning process with an extended time window. In some ways, BC Transit was ahead of us in looking at a longer term picture. Over time, I expect our strategic planning efforts to compliment each other to a greater extent than is now happening, but those growing pains are a joint issue, not isolated to only one of the partners
- Capital Planning Process
- Vehicle reliability, costs and suitability to meet specific community needs (one shoe does not fit all) 3 tiers inadequate for entire province and smaller rural widely spread out service areas
- More details provided with financial budgets and timelines (and figures) that coincide with our budgets, also more accurate reporting of draft budgets in Sept/Oct as they seem to change a fair amount when revised in spring of the following year. The second major item is better marketing/communications of local transit interests and less province wide, as local government has no input to province wide marketing campaigns. Maybe send a survey to seek feedback from local government on the last 2 years of general marketing initiatives.
- Too much centralized control and too little ability to respond to local needs.
- Develop goals in partnership with our government, as well as the Province.
- Be more responsive to local needs.
- Two things....funding model to recognize actual costs of operation or allow us greater say in bus replacement.
- Coordination of the individual transit systems and bringing them into one organization that would serve the entire valley. This would allow for better scheduling and utilization of resources and ultimately better service for our citizens.

Chart 10: For the purposes of this question assume that the current provincial funding commitment to local transit will remain intact. Select the following statements that comes closest to representing your organizations views toward BC Transit's role in supporting local government's delivery of public transportation?

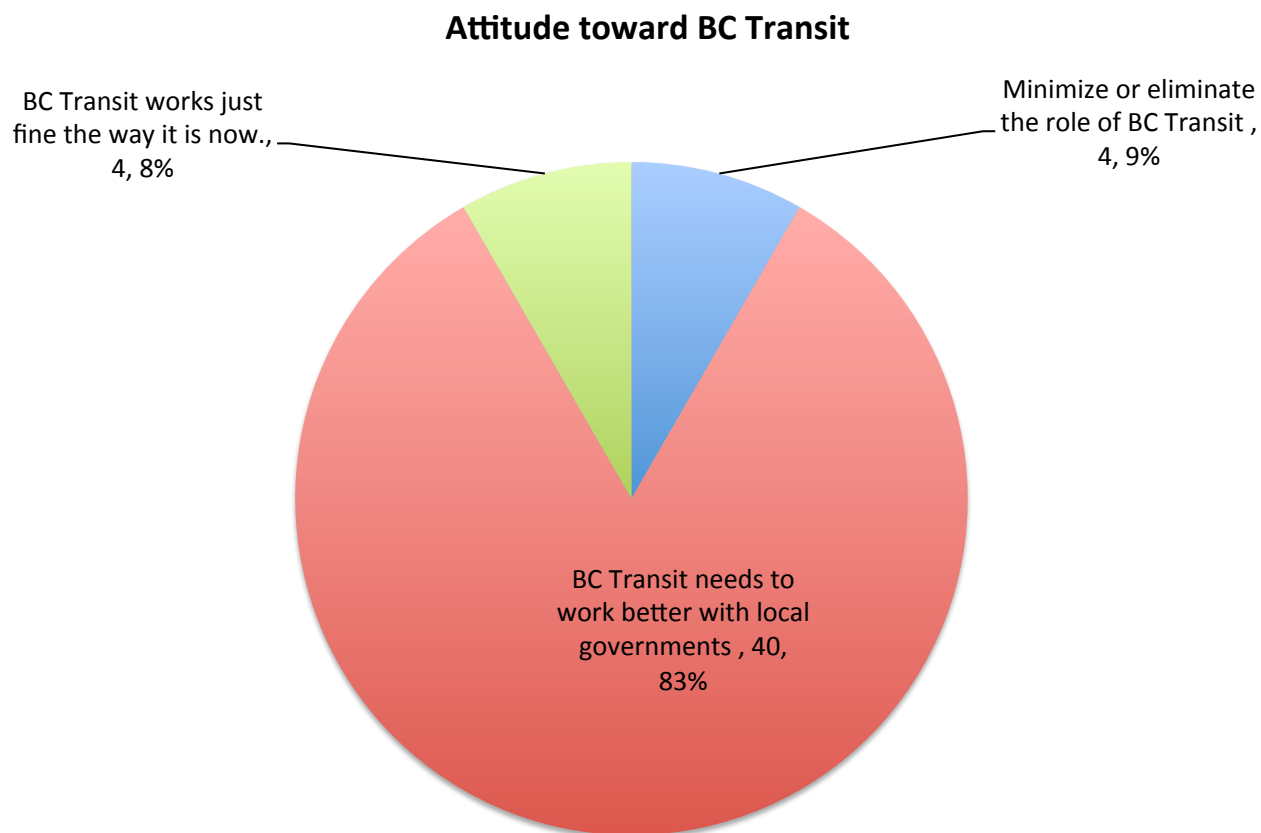


Chart 11: What Transit System does your organization fit into?

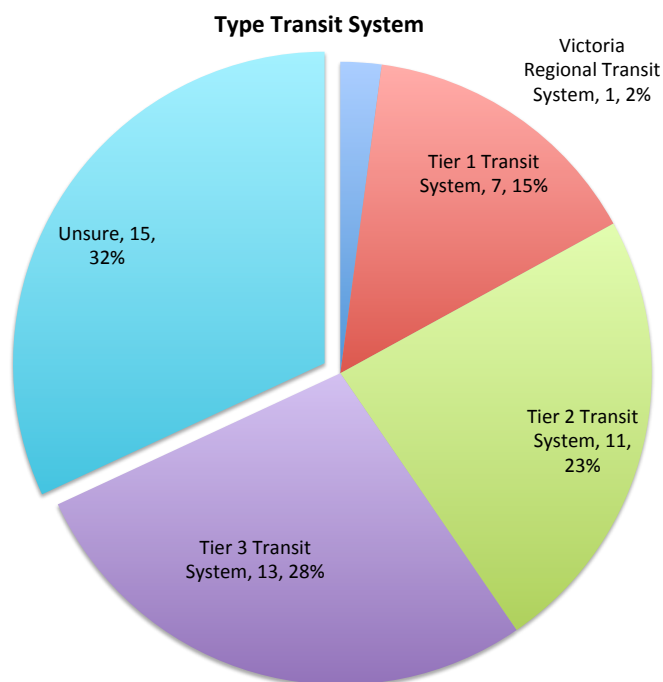
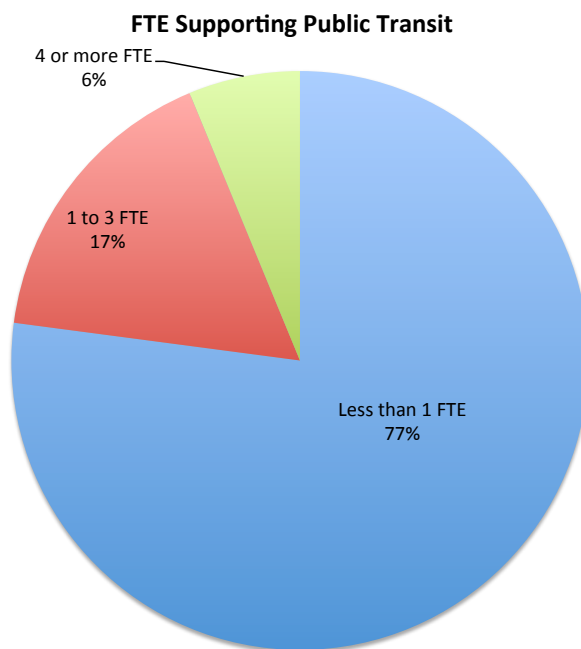


Chart 12: How many full time equivalent positions (FTE's) does your organization budget to support management of public transit?



Appendix A – Survey Questions

Screen 1

BC Transit Independent Review Panel

Survey of local government funding partners

BC Transit Independent Review Panel Survey

The Panel has heard that funding partners need access to timely, accurate information to be able to make informed transit planning and budget decisions.

How would you characterize the overall communications between BC Transit and your organization, would you say it is poor, fair, or good?

- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Skip/Don't wish to answer

Comment?

For each of the following, would you say that the **information received from BC Transit is** inadequate, adequate or very good?

Answer based on what you believe your organization's desired quality and timeliness of information from BC Transit to be.

	Do not rely on information from BC Transit	Inadequate	Adequate	Very Good
Quality of reporting on system performance	☐	☐	☐	☐
Timeliness of system performance reports	☐	☐	☐	☐
Quality of information for financial planning	☐	☐	☐	☐
Timeliness of information for financial planning	☐	☐	☐	☐
Quality of information for budget monitoring	☐	☐	☐	☐
Timeliness of information for budget monitoring	☐	☐	☐	☐

Comments?

Local and provincial levels of government make decisions to fund and support local transit. BC Transit is the provincial government's agent to deliver transit services. Decisions made by each of the parties (e.g. provincial transportation plans, purchase of new fare-boxes, decisions to change services levels) affect the other parties.

Answers to the next set of questions will help the Panel to understand how accountability for decision-making is reflected in the relationship between BC Transit and your organization

Thinking about your organization's funding contribution do you have an appropriate level of involvement in decisions BC Transit makes that impact your budget?

- ☐ Yes
- ☐ No
- ☐ Unsure
- ☐ Skip/Don't wish to answer

Comment?

Would you describe your organization's involvement in the following decisions as being at a level that is inadequate, adequate or very good?

Please answer based on what you believe your organization's desired level of involvement to be.

	Do not require BC Transit involvement	Inadequate	Adequate	Very Good
Long-term strategic planning and system expansion	☐	☐	☐	☐
Capital planning and acquisitions for major infrastructure	☐	☐	☐	☐
Selection, management and oversight of contacted operators	☐	☐	☐	☐
Fleet composition and management (including bus purchases and bus transfers)	☐	☐	☐	☐
Fuel Purchases	☐	☐	☐	☐
System planning routes and scheduling	☐	☐	☐	☐
Developing AOAs and annual budgets	☐	☐	☐	☐
Finance monitoring and reporting	☐	☐	☐	☐
Marketing and promotions	☐	☐	☐	☐
Safety and Training	☐	☐	☐	☐
Monitoring and reporting on system performance	☐	☐	☐	☐

Comments?

Funding Partner Survey - Summary Report and Methods

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Screen 5

BC Transit represents a unique approach to delivery of public transportation in Canada by providing centralized transit planning and operations services to local governments.

Overall, do you receive poor, fair, or good value for money regarding the services you receive from BC Transit?

- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Unable to judge
- ☐ Skip/Don't want to respond

Comment?

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Screen 6

Please indicate the value for money you feel is received for each of the following services BC Transit provides to your organization.

	Do not require BC Transit Service	Poor Value	Fair Value	Good Value	Unable to Judge
Long-term strategic planning and system expansion	☐	☐	☐	☐	☐
Capital planning and acquisitions for major infrastructure (e.g. exchanges, shelters)	☐	☐	☐	☐	☐
Selection, management and oversight of contracted operators	☐	☐	☐	☐	☐
Fleet composition and management (including bus purchases and bus transfers)	☐	☐	☐	☐	☐
Fuel Purchases	☐	☐	☐	☐	☐
System planning, routes and scheduling	☐	☐	☐	☐	☐
Developing AOAs and annual budgets	☐	☐	☐	☐	☐
Finance monitoring and reporting	☐	☐	☐	☐	☐
Marketing and promotions	☐	☐	☐	☐	☐
Safety and Training	☐	☐	☐	☐	☐
Monitoring and reporting on system performance	☐	☐	☐	☐	☐

Comments?

Screen 7

British Columbia's public transit governance and service delivery model requires a good relationship among BC Transit, local governments and operators.

Overall, would you say your relationship with BC Transit is poor, fair or good?

- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Skip/No Comment

Comment?

In each of the following areas is your relationship with BC Transit best described as poor, fair, or good?

	Poor	Fair	Good	Skip/Refuse
BC Transit's level of consultation when they make a decision that will impact us.	☐	☐	☐	☐
BC Transit's responsiveness to concerns/questions or requests from our organization.	☐	☐	☐	☐
BC Transit's decision making process is transparent.	☐	☐	☐	☐
BC Transit demonstrates accountability to my organization for the decision it makes.	☐	☐	☐	☐
BC Transit demonstrates understanding of my organization's needs.	☐	☐	☐	☐
BC Transit follows through on its commitments.	☐	☐	☐	☐

Comments?

Screen 8

In the last two years BC Transit has undertaken its Enterprise Investment Initiative and introduced three-year budgets.

Have these efforts resulted in improvement in BC Transit's working relationship with your organization?

- ☐ Yes
- ☐ No
- ☐ Unsure or Can't Say

If no, why not?

If BC Transit improved one thing what would your organization like that to be?

For the purposes of this question assume that the current provincial funding commitment to local transit will remain intact.

Select the following statements that comes closest to representing your organizations views toward BC Transit's role in supporting local government's delivery of public transportation?

- ☐ Statement A - Some people say that BC Transit is broken and gets in the way of how a community can effectively manage and run their public transportation system. These people say the government should minimize or eliminate the role of BC Transit has in running their community's public transportation system
- ☐ Statement B - Some people say that BC Transit is a valuable partner that allows communities to provide a standard of public transportation services that might not otherwise exist. These people say that BC Transit just needs to work better with local governments and funding partners.
- ☐ Statement C - Others say that BC Transit is not broken and works just fine the way it is now.

Screen 9

Would you like your feedback kept as anonymous?

- ☐ Yes (responses will not be attributed to your organization)
☐ No

The following questions are used to help us report results in summary format.

What Transit System does your organization fit into?

- ☐ Victoria Regional Transit System
☐ Tier 1 Transit System
☐ Tier 2 Transit System
☐ Tier 3 Transit System
☐ Unsure

Approximately how many full time equivalent positions (FTE's) does your organization budget to support management of public transit in your community? Do not include drivers and maintenance workers.

- ☐ Less than 1 FTE
☐ 1 to 3 FTE
☐ 4 or more FTE
☐ Unsure/Don't Know

For validation and confirmation purposes, please enter the Email address we sent your survey invitation to:

Would you like to receive an Email with link to the Panel's report when it is posted to the Independent Review Panel's website?

- ☐ Yes
☐ No

Submit

Appendix B – Survey Respondents (47²)

Local Government	Responded	Local Government	Responded
1. District of 100 Mile House	YES	40. District of Summerland	YES
2. City of Abbotsford	YES	41. Sunshine Coast Regional District	YES
3. Village of Alert Bay	YES	42. District of Squamish	YES
4. Village of Ashcroft	YES	43. Squamish-Lillooet Regional District	YES
5. City of Campbell River	YES	44. City of Terrace	YES
6. Capital Regional District	YES	45. City of Vernon	YES
7. Central Coast Regional District	YES	46. Victoria Regional Transit Commission	YES
8. Regional District of Central Kootenay	YES	47. Resort Municipality of Whistler	YES
9. City of Chilliwack	YES		
10. District of Clearwater	YES		
11. City of Cranbrook	YES		
12. Comox Valley Regional District	YES		
13. Cowichan Valley Regional District	YES		
14. City of Dawson Creek	YES		
15. Regional District of East Kootenay	YES		
16. City of Fort St. John	YES		
17. City of Kamloops	YES		
18. City of Kelowna	YES		
19. District of Kent	YES		
20. City of Kimberly	YES		
21. District of Kitimat	YES		
22. Regional District of Kitimat-Stikine	YES		
23. City of Merritt	YES		
24. District of Mission	YES		
25. Regional District of Mount Waddington	YES		
26. Regional District of Nanaimo	YES		
27. City of Nelson	YES		
28. Regional District of North Okanagan	YES		
29. Regional District of Okanagan-Similkameen	YES		
30. Town of Osoyoos	YES		
31. City of Penticton	YES		
32. City of Port Alberni	YES		
33. City of Powell River	YES		
34. Town of Princeton	YES		
35. City of Prince George	YES		
36. City of Prince Rupert	YES		
37. City of Quesnel	YES		
38. City of Salmon Arm	YES		
39. Town of Smithers	YES		

² Two responses received from one Transit Partner are combined as one (1) response for purposes of calculating overall response rate.

Funding Partner Survey - Summary Report and Methods

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Appendix C – Selected Results by Tier

Chi Square is one of the most widely used tests in social science. It is good for seeing if the results for two variables are independent or related. The association between type of transit system (Tier) and each of the questions asking funding partners to rate BC Transit overall service quality (Communications, Value for Money and Relationship) as well as Level of Involvement in Decisions was tested using Chi Square. No statistically significant differences were observed between the type of transit system and ratings for BC Transit for each question tested. Victoria Regional Transit Commission is not classified as a Tier 1, 2 or 3 system and was not included in this Chi Square analysis.

	What Transit System Does Your Organization Fit Into?											
	Tier 1				Tier 2				Tier 3			
	Freq	Col %	Row %	Col %	Freq	Col %	Row %	Col %	Freq	Col %	Row %	TOTAL
Appropriate Level Of Involvement In Decisions	Yes	4	22.2%	28.6%	4	28.6%	28.6%	6	37.5%	42.9%	14	29.2%
	No	13	72.2%	46.4%	9	64.3%	32.1%	6	37.5%	21.4%	28	58.3%
	Unsure	1	5.6%	25.0%	1	7.1%	25.0%	2	12.5%	50.0%	4	8.3%
	Refused	0	0.0%	0.0%	0	0.0%	0.0%	2	12.5%	100.0%	2	4.2%
Characterize The Overall Communications	Poor	4	22.2%	66.7%	1	7.1%	16.7%	1	6.3%	16.7%	6	12.5%
	Fair	7	38.9%	33.3%	6	42.9%	28.6%	8	50.0%	38.1%	21	43.8%
	Good	7	38.9%	35.0%	7	50.0%	35.0%	6	37.5%	30.0%	20	41.7%
	Refused	0	0.0%	0.0%	0	0.0%	0.0%	1	6.3%	100.0%	1	2.1%
Overall, Value For Money	Poor	3	16.7%	50.0%	2	14.3%	33.3%	1	6.3%	16.7%	6	12.5%
	Fair	5	27.8%	45.5%	5	35.7%	45.5%	1	6.3%	9.1%	11	22.9%
	Good	8	44.4%	33.3%	5	35.7%	20.8%	11	68.8%	45.8%	24	50.0%
	Can't Judge	1	5.6%	20.0%	1	7.1%	20.8%	3	18.8%	60.0%	5	10.4%
Overall, Relationship	Refuse	1	5.6%	50.0%	1	7.1%	50.0%	0	0.0%	0.0%	2	4.2%
	Poor	3	16.7%	100.0%	0	0.0%	0.0%	0	0.0%	0.0%	3	6.3%
	Fair	4	22.2%	30.8%	4	28.6%	30.8%	5	31.3%	38.5%	13	27.1%
	Good	11	61.1%	36.7%	10	71.4%	33.3%	9	56.3%	30.0%	30	62.5%
Have Efforts Resulted In Improvement In Relationship	Refuse	0	0.0%	0.0%	0	0.0%	0.0%	2	12.5%	100.0%	2	4.2%
	Yes	12	66.7%	41.4%	10	71.4%	34.5%	7	43.8%	24.1%	29	60.4%
	No	4	22.2%	57.1%	2	14.3%	28.6%	1	6.3%	14.3%	7	14.6%
	Unsure	2	11.1%	16.7%	2	14.3%	16.7%	8	50.0%	66.7%	12	25.0%
Select The Statement That Comes Closest To Representing Your Views	Get rid of BC Transit	2	11.1%	50.0%	1	7.1%	25.0%	1	6.3%	25.0%	4	8.3%
	Fix BC Transit	14	77.8%	35.0%	13	92.9%	32.5%	13	81.3%	32.5%	40	83.3%
	BC Transit is Fine	2	11.1%	50.0%	0	0.0%	0.0%	2	12.5%	50.0%	4	8.3%
	< 1 FTE	10	55.6%	27.0%	11	78.6%	29.7%	16	100.0%	43.2%	37	77.1%
Approximately Fte's	1 to 3 FTE	6	33.3%	75.0%	2	14.3%	25.0%	0	0.0%	0.0%	8	16.7%
	4+ FTE	2	11.1%	66.7%	1	7.1%	33.3%	0	0.0%	0.0%	3	6.3%

Appendix D - Top-Line-Results

Question: How would you characterize the overall communications between BC Transit and your organization, would you say it is poor, fair, or good?

		Freq	Col %
Characterize The Overall Communications	Poor	6	12.5%
	Fair	21	43.8%
	Good	20	41.7%
	Refused	1	2.1%

Question: For each of the following, would you say that the information received from BC Transit is inadequate, adequate or very good? Answer based on what you believe your organization's desired quality and timeliness of information from BC Transit to be.

Quality Of Information For Financial Planning	Inadequate	13	27.7%
	Adequate	28	59.6%
	Very Good	4	8.5%
	Don't Rely	2	4.3%
Timeliness Of Information For Financial Planning	Inadequate	16	33.3%
	Adequate	26	54.2%
	Very Good	3	6.3%
	Don't Rely	3	6.3%
Quality Of Information For Budget Monitoring	Inadequate	9	19.1%
	Adequate	30	63.8%
	Very Good	4	8.5%
	Don't Rely	4	8.5%
Timeliness Of Information For Budget Monitoring	Inadequate	10	20.8%
	Adequate	30	62.5%
	Very Good	4	8.3%
	Don't Rely	4	8.3%

Quality Of Reporting On System Performance	Inadequate	16	34.0%
	Adequate	20	42.6%
	Very Good	6	12.8%
	Don't Rely	5	10.6%
Timeliness Of System Performance Reports	Inadequate	14	29.8%
	Adequate	23	48.9%
	Very Good	5	10.6%
	Don't Rely	5	10.6%

Question: Thinking about your organization's funding contribution do you have an appropriate level of involvement in decisions BC Transit makes that impact your budget?

Appropriate Level Of Involvement In Decisions	Yes	14	29.2%
	No	28	58.3%
	Unsure	4	8.3%
	Refused	2	4.2%

Question: Would you describe your organization's involvement in the following decisions as being at a level that is inadequate, adequate or very good? Please answer based on what you believe your organization's desired level of involvement to be.

Long-Term Strategic Planning And System Expansion	Inadequate	19	40.4%
	Adequate	19	40.4%
	Very Good	8	17.0%
	Don't Rely	1	2.1%
Fleet Composition And Management (Including Bus Purchases And Bus Transfers)	Inadequate	29	61.7%
	Adequate	16	34.0%
	Very Good	1	2.1%
	Don't Rely	1	2.1%
Developing AOA's And Annual Budgets	Inadequate	12	25.5%
	Adequate	25	53.2%
	Very Good	8	17.0%
	Don't Rely	2	4.3%
Capital Planning And Acquisitions For Major Infrastructure	Inadequate	20	43.5%
	Adequate	23	50.0%

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	Very Good	1	2.2%
	Don't Rely	2	4.3%
System Planning Routes And Scheduling	Inadequate	11	23.4%
	Adequate	23	48.9%
	Very Good	11	23.4%
	Don't Rely	2	4.3%
Marketing And Promotions	Inadequate	16	34.0%
	Adequate	23	48.9%
	Very Good	5	10.6%
	Don't Rely	3	6.4%
Selection, Management And Oversight Of Contacted Operators	Inadequate	14	29.2%
	Adequate	23	47.9%
	Very Good	7	14.6%
	Don't Rely	4	8.3%
Fuel Purchases	Inadequate	8	17.4%
	Adequate	27	58.7%
	Very Good	7	15.2%
	Don't Rely	4	8.7%
Monitoring And Reporting On System Performance	Inadequate	14	30.4%
	Adequate	25	54.3%
	Very Good	3	6.5%
	Don't Rely	4	8.7%
Finance Monitoring And Reporting	Inadequate	11	23.4%
	Adequate	29	61.7%
	Very Good	4	8.5%
	Don't Rely	3	6.4%
Safety And Training	Inadequate	4	8.9%
	Adequate	26	57.8%
	Very Good	8	17.8%
	Don't Rely	7	15.6%

Question: Overall, do you receive poor, fair, or good value for money regarding the services you receive from BC Transit?

Overall, Value For Money	Poor	6	12.5%
	Fair	11	22.9%
	Good	24	50.0%
	Can't Judge	5	10.4%
	Refuse	2	4.2%

Question: Please indicate the value for money you feel is received for each of the following services BC Transit provides to your organization.

Long-Term Strategic Planning And System Expansion	Poor	9	19.1%
	Fair	12	25.5%
	Good	18	38.3%
	Unable to Judge	6	12.8%
	5.0	2	4.3%
Fleet Composition And Management (Including Bus Purchases And Bus Transfers)	Poor	14	29.8%
	Fair	19	40.4%
	Good	8	17.0%
	Unable to Judge	6	12.8%
	Poor	7	14.6%
Developing AOA's And Annual Budgets	Fair	20	41.7%
	Good	17	35.4%
	Unable to Judge	4	8.3%
	Poor	13	27.1%
	Fair	16	33.3%
Capital Planning And Acquisitions For Major Infrastructure (E.G. Exchanges, Shelters)	Good	5	10.4%
	Unable to Judge	9	18.8%
	5.0	5	10.4%
	Poor	11	22.9%
	Fair	14	29.2%
System Planning, Routes And Scheduling	Good	19	39.6%
	Unable to Judge	3	6.3%
	5.0	1	2.1%

Marketing And Promotions	Poor	15	31.3%
	Fair	15	31.3%
	Good	11	22.9%
	Unable to Judge	4	8.3%
	5.0	3	6.3%
Selection, Management And Oversight Of Contracted Operators	Poor	5	10.4%
	Fair	21	43.8%
	Good	12	25.0%
	Unable to Judge	6	12.5%
	5.0	4	8.3%
Fuel Purchases	Poor	4	8.7%
	Fair	18	39.1%
	Good	13	28.3%
	Unable to Judge	10	21.7%
	5.0	1	2.2%
Monitoring And Reporting On System Performance	Poor	10	21.7%
	Fair	14	30.4%
	Good	14	30.4%
	Unable to Judge	4	8.7%
	5.0	4	8.7%
Finance Monitoring And Reporting	Poor	7	14.6%
	Fair	21	43.8%
	Good	15	31.3%
	Unable to Judge	3	6.3%
	5.0	2	4.2%
Safety And Training	Poor	3	6.7%
	Fair	11	24.4%
	Good	16	35.6%
	Unable to Judge	12	26.7%
	5.0	3	6.7%

Question: Overall, would you say your relationship with BC Transit is poor, fair or good?

Overall, Relationship	Poor	3	6.3%
	Fair	13	27.1%
	Good	30	62.5%
	Refuse	2	4.2%

Question: In each of the following areas is your relationship with BC Transit best described as poor, fair, or good?

BC Transit Follows Through On Its Commitments.	Poor	8	16.7%
	Fair	14	29.2%
	Good	22	45.8%
	Refuse	4	8.3%
BC Transit's Responsiveness To Concerns/Questions Or Requests From Our Organization.	Poor	8	16.7%
	Fair	19	39.6%
	Good	19	39.6%
	Refuse	2	4.2%
BC Transit's Level Of Consultation When They Make A Decision That Will Impact Us.	Poor	10	20.8%
	Fair	17	35.4%
	Good	19	39.6%
	Refuse	2	4.2%
BC Transit Demonstrates Understanding Of My Organization's Needs.	Poor	12	25.0%
	Fair	19	39.6%
	Good	15	31.3%
	Refuse	2	4.2%
BC Transit Demonstrates Accountability To My Organization For The Decision It Makes.	Poor	13	27.1%
	Fair	12	25.0%
	Good	19	39.6%
	Refuse	4	8.3%
BC Transit's Decision Making Process Is Transparent.	Poor	13	27.1%
	Fair	24	50.0%
	Good	7	14.6%
	Refuse	4	8.3%

Question: In the last two years BC Transit has undertaken its Enterprise Investment Initiative and introduced three-year budgets. Have these efforts resulted in improvement in BC Transit's working relationship with your organization?

Have Efforts Resulted In Improvement In Relationship	Yes	29	60.4%
	No	7	14.6%
	Unsure	12	25.0%

Select The Statement That Comes Closest To Representing Your Views	Get rid of BC Transit	4	8.3%
	Fix BC Transit	40	83.3%
	BC Transit is Fine	4	8.3%

What Transit System Does Your Organization Fit Into?	Victoria	8	15.2%
	Tier 1	10	21.7%
	Tier 2	13	28.3%
	Tier 3	1	2.2%
	Unsure	15	32.6%

REVISED TIER ASSIGNMENTS		Freq	Col %
What Transit System Does Your Organization Fit Into?	Tier 1 ³	18	37.0%
	Tier 2	13	28.3%
	Tier 3	17	34.8%

Approximately FTE's	< 1 FTE	37	77.1%
	1 to 3 FTE	8	16.7%
	4+ FTE	3	6.3%

³ Includes Victoria Transit Commission

Capital Regional District

Transit Governance Review

Report

February 20, 2013





IBI Group
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Toronto ON M5V 1V6 Canada
tel 416 596 1930
fax 416 596 0644

February 20, 2013

Ms. Marg Misek-Evans
Senior Manager, Regional and Strategic Planning
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Dear Ms. Misek-Evans:

TRANSIT GOVERNANCE REVIEW

We are pleased to submit our report on the above project, and wish to take this opportunity to acknowledge and thank you and your colleagues, Messrs Lapham and MacPhail, for your contributions and support.

During the course of the project we consulted with several CRD Board members, and senior management of BC Transit and the Ministry of Transportation and Infrastructure. The individuals are identified in Appendix B of the report. We also wish to acknowledge these persons for their cooperation and assistance.

Thank you for giving us the opportunity to work on this most interesting assignment.

Sincerely,

IBI GROUP

A handwritten signature in blue ink, appearing to read "Brian Hollingworth". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Brian Hollingworth
Director

A handwritten signature in blue ink, appearing to read "Marvin Rubinstein". The signature is more compact and stylized than the one on the left, with a prominent horizontal stroke at the top.

Marvin Rubinstein
Associate

Enc.

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Executive Summary

At a meeting on November 21, 2012 the CRD Transportation Select Committee (TSC) decided that the CRD Board should re-affirm its resolution of June 15, 2011 seeking to replace the VRTC as the transit authority for the region. In conjunction with this decision TSC directed CRD staff to investigate how the governance arrangement would function with the CRD Board serving as the transit authority. CRD staff retained IBI Group to assist with this work.

Challenges associated with the current transit governance structure are discussed in Section 4 of the report. Based on our review of available documentation and stakeholder consultations we have identified the following to be the principal governance change objectives:

- CRD Board to assume leadership and authority for regional transit decision-making
- Enhance responsiveness and accountability to local governments
- Establish strong partnership (with BC Transit) for transit planning and operational delivery
- Contribute to transit decision-making that is expedient and transparent
- Impart CRD Board with authority to manage transit funding and raise transit capital.

Section 5 of the report investigates three (3) alternative governance arrangements that potentially could satisfy these change objectives. They are:

1. CRD Board to replace VRTC
2. CRD Board, by way of a bylaw, to establish a Regional Transit Commission to replace VRTC
3. CRD Board, by way of an approved terms of reference, to establish a Regional Transit Committee (a standing committee) to replace VRTC

The following features are common to all of the governance options. BC Transit would continue to serve as delivery agent / operator of the VRTC transit system in the Greater Victoria region, whereas, CRD supported by in-house technical and professional resources, would:

- Provide independent financial and managerial services, planning and evaluation, and advice relative to the regional transit system.
- Establish / annually review performance standards, local / regional transit service plans and fares in consultation with local government decision makers, BC Transit and stakeholders.
- Formalize the above decisions / directions in annual tri-party operating agreements.
- Provide direction respecting the above decisions / directions to BC Transit.
- Independently review and evaluate BC Transit's analysis of operational and capital improvement requirements, making decisions and recommendations as appropriate.
- Raise the local share of the annual cost of transit services in the Greater Victoria region. This would be done in a manner generally similar to the process, which BC Transit currently administers on behalf of the VRTC.
- Assume leadership and authority for transit planning decisions affecting the Greater Victoria region. This would include authority to set transit priorities, make transit investment decisions, manage transit funding and serve as advocate to raise transit capital.

Among the alternatives considered, Option 3 "CRD Regional Transit Committee to Replace VRTC" comes closest to meeting all of the intended governance change objectives. Assessment details are set out in Section 5.4 of the report. We recommend this option to TSC as the preferred alternative.

1. Background

The Capital Regional District (CRD) is the regional government for 13 municipalities and 3 electoral areas that are located on the southern tip of Vancouver Island. The urban centre of the CRD is the City of Victoria, and the regional district also includes many of the Gulf Islands, a number of rural municipalities and a vast tract of wilderness that lies along the south-western coast of Vancouver Island.

In addition, the CRD is the local government for areas which are not in a municipality. These areas are known as electoral areas.

The CRD resident population is estimated to be approximately 375,000 persons.

The CRD is generally recognized by its policy making role in relation to regional authorities and services that it provides. These include:

- Regional governance and services for the entire Capital Region, including regional parks, regional planning, solid waste management (including recycling) and emergency 9-1-1 services.¹ These services are provided either directly or by way of corporations such as Capital Region Emergency Services Telecommunications (CREST) and the Capital Regional Housing Corporation (CRHC).
- Partnerships between any combination of municipalities and electoral areas for municipal / inter-municipal services or projects that are specific to only part of the region.
- Local (individual) services for electoral areas.

The CRD derives authority from Letters Patent and from provincial legislation, primarily the *Local Government Act*. It is run by a 24-member Board of Directors, who also sit as members of the Regional Hospital Board.

The Board is made up of Municipal Directors (who are appointed by council) and Directors from the Electoral Areas (who are elected for a three year term). The Board provides a political forum for representation of regional residents and communities and a vehicle for advancing the interests of the region as a whole. Board meetings are held once a month, and to ensure transparency and accountability they are open to the public.

Representation on the CRD Board balances the need to reflect varying population bases across the region with different community interests. Each local government gets one vote for every 5,000 population. Each local government gets one director for every 25,000 population. If a member municipality has more than one director, then the number of votes are divided as evenly as possible.

CAPITAL REGIONAL DISTRICT

Municipalities

- Central Saanich
- Colwood
- Esquimalt
- Highlands
- Langford
- Metchosin
- North Saanich
- Oak Bay
- Saanich
- Sidney
- Sooke
- Victoria
- View Royal

Electoral Areas

- Juan de Fuca
- Southern Gulf Islands
- Salt Spring Island

¹ Land use planning in Gulf Islands is done by Island Planning Trust.

2. Introduction

At a meeting held on June 15, 2011, the Capital Regional District (CRD) Board passed the following resolutions asking the Minister responsible for the *BC Transit Act* and the Minister responsible for the *Local Government Act* to bestow the CRD Board with authority for public transit services in the Greater Victoria region.²

1. *The minister responsible for the British Columbia Transit Act be requested to consider amendments to that Act as are necessary to constitute the members of the CRD Board representing the Greater Victoria regional transit service area, as elected or appointed from time to time, as the Regional Transit commission in place of the current members of the commission;*
2. *The minister responsible for the Local Government Act, and the minister responsible for the British Columbia Transit Act, be requested to consider the grant to the CRD of the additional transit-related powers referred to in Appendix 6 to the CRD staff report dated June 15, 2011, whether by legislative amendment or the grant of additional powers by regulation.*³

Authority for public transit services in the Greater Victoria region is currently vested with the Victoria Regional Transit Commission (VRTC). These resolutions, once approved, would transfer this authority to the CRD Board and the VRTC would be disbanded. As discussed further in this document, neither of these resolutions would discharge BC Transit of its role as transit services operator / delivery agent.

In support of these resolutions the CRD Board established a Regional Transportation Select Committee to examine how the current transportation and public transit governance and funding arrangements in the region should be changed to facilitate a greater role for the region in transportation planning and investment decisions.

On March 15, 2012, in response to concerns from several local governments, the Minister of Transportation and Infrastructure established an Independent Review Panel to review issues with respect to BC Transit, including operations and performance, governance, funding and local government consultation and communication processes. The Minister also directed the Review Panel to investigate the pros and cons of transferring the roles and responsibilities of the Victoria Regional Transit Commission to the Capital Regional District.

The Review Panel delivered its report to the Minister of Transportation and Infrastructure on August 1, 2012. The report confirmed that BC Transit provides first-rate, efficient and cost-effective transit services to the people of British Columbia; however, while the delivery of transit services works well, there is always room for improvement. In this, the report highlighted the need for stronger partnership and better communication around transportation planning and delivery.

In the matter of the governance structure for transit in the Capital regional District, the Review Panel report presented the pros and cons of the two options, either having the VRTC continue to manage the system or transferring the responsibilities of the Commission to the Capital Regional District. The report also included a third alternative, which the Review Panel felt may address some of the concerns associated with the current model. Specifically, the third alternative is to expand local government representation on the VRTC to 13 members (up from the current seven members).

² This action was taken as a result of a number of challenges associated with the current transit governance structure which, as described in Section 4 of this report, adversely impact the CRD's capability to deliver regional planning services throughout the Greater Victoria region. This includes the advancement of transit priorities of regional interest.

³ For the reader's convenience Appendix 6 of the staff report June 15, 2011 is appended as Appendix D of this report.

The BC Government's Response to the Review Panel report was issued in September 2012. In the matter of transit governance in Greater Victoria the BC Government Response stated the following:

"the Review Panel did not find consensus on transit governance in Greater Victoria, and instead, presented three options. The Government of British Columbia expects local governments in Greater Victoria will continue their discussion and is prepared to re-examine this issue once a consensus is reached".

The TSC considered the Review Panel options at a meeting on November 21, 2012 and decided in favour of the following preferred course of action: that the CRD Board should officially re-affirm its original resolution (of June 15, 2011) seeking to replace the VRTC as the transit authority for the region.

In preparation for this, the TSC directed CRD staff to undertake the following work intended to clarify how the preferred governance arrangement would function with the CRD Board serving as the transit authority:

- Review the VRTC governance structure including the existing commissioner responsibilities
- Investigate how these roles and responsibilities may be assumed by the CRD Board
- Investigate the roles and responsibilities that may be assumed by CRD staff
- Investigate the proposed relationships with BC Transit, MOTI and local governments, including the role that the CRD Board may play in securing requisite funding to advance regional transit priorities
- Investigate potential sub-structures by which the preferred governance arrangement may address community-based issues and interests.

IBI Group, which is working with CRD in the development of a Regional Transportation Plan, was retained to assist CRD staff with this work. The scope of work consisted of the following activities:

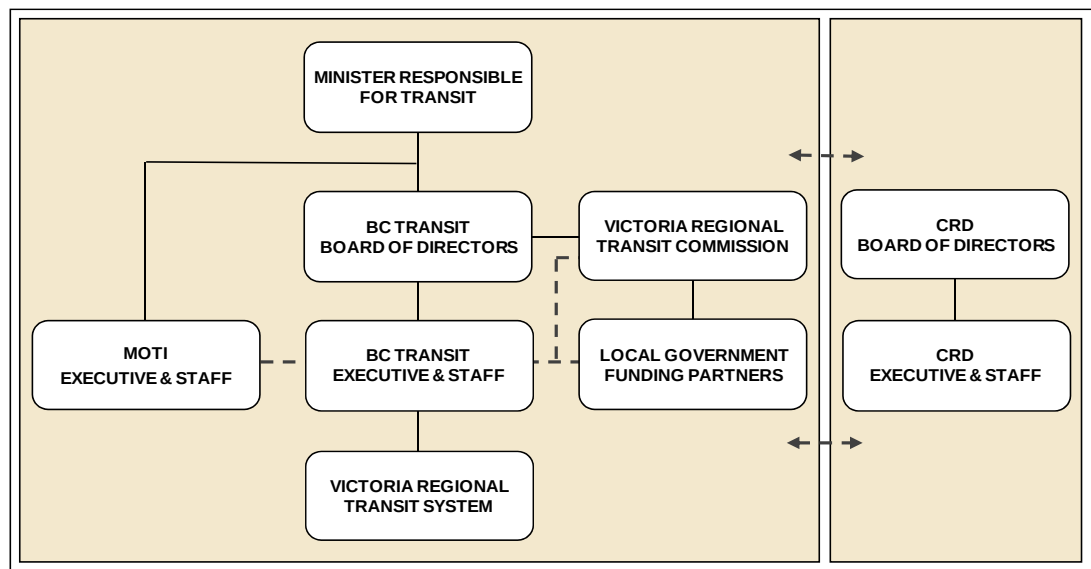
- Review previous research / available documents (see list contained in Appendix A)
- Stakeholder consultations (listed in Appendix B)
- Organize the assembled information
- Prepare a brief report.

3. Existing Transit Governance Structure in Greater Victoria

The existing transit governance structure in Greater Victoria is shown in Exhibit 3.1. The principal player is BC Transit, which operates within a governance framework involving the province by way of the Minister of Transportation and Infrastructure (MOTI) and the provincially established Victoria Regional Transit Commission (VRTC) representing the local government funding partners.

In the context of this governance framework, the CRD functions predominately as a community stakeholder in a consultative role. The existing governance arrangement is discussed further below.

Exhibit 3.1
Existing Transit Governance Structure in Greater Victoria



3.1 BC Transit

BC Transit is the provincial Crown Agency charged with the responsibility to coordinate the delivery of public transportation throughout British Columbia excluding the lower mainland (Greater Vancouver). Paraphrasing from Section 3.1 of the *British Columbia Transit Act*, the mandate of BC Transit is:

- “To plan, acquire, construct or cause to be constructed public passenger transportation systems and rail transit systems that support regional growth strategies, official community plans and the economic development of the transit service areas,
- To provide for the maintenance and operation of those systems, and
- With the approval of the Minister, to pursue commercial opportunities and undertake or enter into commercial ventures in respect of those systems and the authority’s [BC Transit’s] assets and resources”.

BC Transit may undertake the above on its own, or through subsidiaries incorporated by it or on its behalf.

BC Transit is governed by a provincially appointed Board of Directors consisting of seven (7) members. In conformance with the BC Transit Act, two of the members are municipally elected representatives from the provincially established Victoria Regional Transit Commission (VRTC) and two are municipally elected representatives from other municipalities served by BC Transit. The other three Board members are private individuals.

The province appoints a Chair of the Board from among the Directors. The Chair reports to the Minister of Transportation (who serves on behalf of the province).

BC Transit executive and staff manage the daily operations under the Board's stewardship, liaising periodically with MOTI and local government funding partners.

The transit service within the Capital Region District is officially known as the Victoria Regional Transit System (VRTS). BC Transit operates the service on behalf of the VRTC (the provincially appointed transit governance authority for the region). BC Transit also supplies the VRTC with information and planning, which the VRTC uses to make decisions about fares, routes and service levels.

In this regard, there are several issues. One is that the VRTC represents only 5 of the 13 member municipalities and 3 electoral areas, yet all local governments within the Greater Victoria region are financially obligated by the decisions arising from VRTC. Another is that the VRTC has no staff of its own and it relies on BC Transit staff for financial and managerial services, planning and evaluation, and advice. In this current arrangement, not only does BC Transit administer the funding (received from the province, property taxes, etc) but there also is no third party to independently assess / validate the information or advice provided by BC Transit, or to ensure that local interests are adequately represented. These issues are discussed further in subsequent sections of this report.

In other parts of the province, BC Transit contracts service delivery to operating companies including local government, not-for-profits, and independent businesses. Services are formalized through a variety of service and operating agreements. BC Transit oversees the contracted operations to ensure that service delivery targets are achieved.

3.2 MOTI

On behalf of the BC Government, MOTI provides an annual provincial subsidy towards the cost of transit system operations in British Columbia. For conventional transit services in the Greater Victoria region the provincial subsidy for operations is about 31.5% of the total annual cost. For custom transit services it is 63%. BC Transit administers these funds on behalf of the VRTC.

MOTI also provides provincial funding for transit infrastructure / network expansion. For such purposes, the amount of provincial funding is determined on a project-specific basis.

Under the BC Government's governance model for Crown agencies, a Crown Agency Board of Directors is accountable to Cabinet and the Legislative Assembly by way of a designated Minister Responsible. In the case of BC Transit this is the Minister of Transportation and Infrastructure.

The Deputy Minister, MOTI serves as the main advisor to the Minister, for this purpose relying on ministry executive and staff to liaise regularly with their counterparts at BC Transit, provide support as necessary, and monitor activities to ensure overall accountability. Accountability is defined in terms of the following principles that are set out in the BC Government's *Shareholder's Expectations Manual for British Columbia Crown Agencies*:

- Crown Agencies are instruments of public policy as mandated by Cabinet and the Legislative Assembly. The Province is the primary shareholder.

- The Minister Responsible is accountable for ensuring that Cabinet's direction is provided to a Crown Agency (e.g., by way of annual Shareholder's letters of Expectations or Directives). Crown Agency Boards are stewards accountable for managing the corporation within the guidelines established by Government.
- While they are operationally autonomous, Crown Agencies must adhere to uniform standards of conduct established by Government.
- Reporting and accountability relationships are assured by way of such items as annual Service Plans and Financial Reports.
- Government's accountability regime for Crown Agencies is designed in a manner that is efficient for Crown Agencies and supports their superior performance.
- Crown Agencies are given the authorities required to deliver their mandate. Cabinet and/or Ministers Responsible typically will appoint the majority, or all, of the members of a Crown Agency Board, using a 'skills matrix' to support merit-base appointments.
- Ministers Responsible for Crown Agencies rely on a "no surprises" commitment on the part of Crown Agencies entailing open communications, full and timely information sharing and mutual support and cooperation between Ministry and Crown Agency staff.

3.3 VRTC

The Victoria Regional Transit Commission (VRTC) was established by the province to represent the Greater Victoria region in the matter of public transit services. Its membership, as defined by Section 25 (7) of the BC Transit Act, consists of the following 7 members who are appointed by the province:

- Mayor of Victoria
- A Victoria councillor
- Mayor of Esquimalt or Oak Bay
- Mayor of Saanich
- A Saanich councilor
- One of the following: Mayor of Sidney, Mayor of North Saanich, or Mayor of Central Saanich
- One of the following: Mayor of Colwood, Mayor of Metchosin, Mayor of View Royal, Mayor of Langford, Mayor of the Highlands, Mayor of Sooke, or the electoral area director of the Juan de Fuca electoral area.

Listed below are the primary responsibilities of the VRTC, as set out under Sections 15 and 25 (12) of the *BC Transit Act*:

- In consultation with local municipal officials and the public, prepare plans, set fares and determine service and performance standards for each public passenger transportation system in the regional transit service area. The VRTC makes these decisions based predominately on information and planning provided by BC Transit, including the operating and capital budgets set by BC Transit.
- Review and make recommendations to BC Transit respecting the budget of the Commission and the annual operating and capital budgets for each public passenger transportation system in the regional transit service area;
- Raise the local share of the annual cost of transit services in the Greater Victoria region. In this regard, the Commission is required annually to prescribe a tax on the net taxable value of land and improvements in the regional transit service area, and an applicable rate, and to transmit

this information to each of the constituent municipalities. The municipalities are required to collect the taxes and forward the monies to BC Transit.

The above notwithstanding, in accordance with Sections 8 (1) (g) and 12 of the BC Transit Act, it is BC Transit that sets the annual operating and capital budgets for the Greater Victoria regional transit service area after consultation with the Commission and the constituent municipalities.⁴ It does so taking into account the annual operating costs of public passenger transportation services, the amounts required to amortize capital expenditures, and its internal operating costs to support the activities of the Commission.

This is consistent with Section 25 (2) of the BC Transit Act, whereby BC Transit is required to provide the Commission with clerical and technical employees that will enable the Commission '*to carry out its purposes and objects*'.

⁴ In this regard, IBI Group is advised that the CRD is not always fully consulted, thus adversely impacting the CRD's capability to deliver the services for which it is responsible. Further, given the composition of the VRTC, all of the local governments within the Greater Victoria region may also not be fully consulted.

4. Transit Governance Challenges and Change Objectives

Challenges associated with the current transit governance structure are discussed below. The discussion is organized under the following five (5) headings which we have interpreted (based on our literature review and stakeholder consultations) to be the principal change objectives:

- Leadership and authority for regional transit decision-making
- Responsiveness and accountability to local governments
- Strong partnership for transit planning and operational delivery
- Transit decision-making that is expedient and transparent
- Authority to manage transit funding and raise transit capital.

4.1 Leadership and Authority for Regional Transit Decision-Making

The Capital Regional District (CRD) is responsible for regional planning services for the entire Capital Region, including the advancement of transit priorities of regional interest.⁵ This notwithstanding, in the context of the existing transit governance framework, the CRD functions predominately as a community stakeholder relying on strategic planning initiatives, consultation, collaboration and goodwill to achieve such objectives.

The CRD Board Strategic Plan, the Regional Growth Strategy, Regional Sustainability Strategy and Regional Transportation Plan (currently in development) are examples of strategic planning studies undertaken by the CRD. These planning studies, and numerous others, have repeatedly identified a critical need to integrate transit planning, funding and service prioritization in the capital regional district with land use decisions and decisions concerning other transportation modes.

Listed below are a number of the arguments in support of these regional sustainability goals, as derived from the previous planning studies:

- Without integrated decision-making, future major investments may not reflect regional or local planning priorities as may have been established by the CRD Board, member municipalities or electoral areas.
- A fragmented approach to transit, transportation and related land use decision-making and investment in the capital regional district could result in unintended consequences that may not be easily rectified (e.g., dispersed population and employment growth which may be difficult to sustain, increased traffic congestion, longer commutes/travel times, etc).
- The ability to access senior level government funding for transit in the capital regional district will increasingly depend on provision of matching funds, partnership agreements and demonstration of planning decisions that are reinforced in regional policy objectives that align with senior government priorities (vis-à-vis growth, economic sustainability, etc).

The above notwithstanding, and despite a general desire for change (by the CRD Board, member municipalities and electoral areas), current governance arrangements for transit, transportation and land use in the capital regional district are such that no one agency has direct authority for funding or investment decisions or to comprehensively address and advance these regional goals.

To this end, the CRD Board has repeatedly promoted a change in governance that would impart the CRD with leadership and authority for transit and transportation decisions affecting the region, and decisions concerning land use adjacent to major transit / transportation corridors. In the area of

⁵ Land use planning in Gulf Islands is done by Island Planning Trust.

regional transit, this would include authority to set transit priorities, make transit investment decisions, manage transit funding and raise transit capital.

Since CRD already has responsibility for regional governance and services, and since it already participates with higher level governments and agencies on major investments and capital planning on a variety of items (other than transit), CRD is well positioned to assume leadership and authority for transit investment decision-making.

4.2 Responsiveness and Accountability to Local Governments

“With the growth and change in the region as a whole, it is time to move to a new model for planning, funding and governing regional transit to enhance responsiveness and accountability to local governments”. This is a key message contained in the CRD’s submission to the BC Transit Independent Review Panel. It also is an opinion that was voiced repeatedly during our CRD stakeholder consultations.

In this, the issue is the makeup of the VRTC, which CRD stakeholder’s point out is not representative of the entire capital regional district. The VRTC consists of 7 elected officials representing only 5 of the 13 member municipalities and 3 electoral areas. The problem stems from the *BC Transit Act*, which establishes the VRTC as the transit oversight authority for the Greater Victoria region and also rigorously defines the membership.

For municipalities that are not members of VRTC the situation is described as being akin to “local taxation without representation”, meaning that they may not be fully consulted but are nevertheless financially obligated by the decisions arising from VRTC.

The situation is also described as being uncomfortable for VRTC officials i.e., having to make transit decisions that potentially may have significant capital implications to municipalities that are not present during the deliberations. As a result of this situation, we are advised that VRTC deliberations / decisions involving major capital are frequently drawn out for extended periods.

The proposed change in transit governance is to transfer the VRTC’s authority to the CRD, which by virtue of its Board of Directors representing all of the member municipalities and electoral areas (and the weighted representative decision making model that it uses), would be more representative and equitable than the current VRTC structure.

A related issue is that VRTC decisions are made entirely based on information and advice provided by BC Transit. VRTC has no staff of its own to independently assess / validate BC Transit’s advice or to ensure that local interests are adequately represented. Further, BC Transit, not the VRTC consults with local municipalities on specific transit facilities. In this, the BC Transit Board is authorized to act independently with respect to the acquisition of land within a municipality and may not consult the VRTC or the municipality.

The CRD has the capacity and experience to provide independent financial, managerial and planning advice in support of local decision makers. By transferring the transit governance authority to CRD, local governments would benefit from CRD’s in-house technical and professional resources who would assume such responsibilities on their behalf.

Since CRD is already legislatively enabled to establish services, regularly defines service levels and expectations as part of its core function (in matters other than transit) and has extensive planning experience in transit, transportation and land use, one may readily conclude that CRD has the necessary credentials to assume VRTC’s role in Regional transit.

4.3 Strong Partnership for Transit Planning and Operational Delivery

The BC Transit Independent Review Panel confirmed that BC Transit provides first-rate, efficient and cost-effective transit services to the people of British Columbia. However, while the delivery of transit services works well, the Review Panel also identified a need for stronger partnership and better communication around transportation planning and delivery.

From this, one may readily conclude that despite best efforts to the contrary, BC Transit's decisions may not always align with regional / municipal stakeholder interests (e.g., regional / municipal plans to integrate land use and transportation), particularly if such interests conflict with / adversely affect transit delivery costs or operational performance.

Given the current legislation, under the *BC Transit Act*, these findings are not unexpected. Conflicting objectives are unavoidable and by legislation, BC Transit is required to make / balance decisions based on a range of fiduciary, economic and operational considerations.

The proposed change in transit governance will not eliminate conflicting objectives. There will continue to be occasions where regional / municipal stakeholder interests will conflict with those of BC Transit, as they relate to transit delivery costs or operational performance. What the proposed governance change is intended to achieve is better delineation of decision-making responsibilities wherein, by way of CRD, regional / municipal stakeholders would have a stronger influence on planning decisions pertaining to service levels, costs, fares, etc.

More specifically, the proposed governance change is intended to achieve a stronger partnership for transit planning and operational delivery that more appropriately reflects regional / municipal stakeholder interests.

In this, the proposed change is envisaged to be a 'value added' change. It is not envisaged to be a 'wholesale' reconfiguration of the existing governance arrangement for transit delivery. Building on the first-rate, efficient and cost-effective transit services which BC Transit provides, BC Transit would continue to:

- Function as a Crown Agency accountable to the Minister responsible for Transit by way of a provincial *Shareholder Letter*, and also
- Serve as delivery agent / operator of the VRTS transit system in the Greater Victoria region. In this regard,
 - Delivering the services in accordance to performance standards, local / regional transit service plans and fares that would be established / reviewed annually in consultation with CRD, and formalized by way of an annual tri-party operating agreement ⁶
 - Periodically providing operational and capital improvement analysis and recommendations, for independent review and evaluation by CRD in consultation with local governments and stakeholders
 - Bearing full responsibility for the day-to-day VRTS operations.

⁶ A practice adopted by BC Transit for municipalities outside of the Greater Victoria region. In the case of the Greater Victoria region the parties to the agreement(s) would include BC Transit, CRD and the individual local governments.

In this new governance arrangement the CRD, supported by in-house technical and professional resources, would assume the following responsibilities on behalf of regional / municipal interests:

- CRD would provide independent financial and managerial services, planning and evaluation, and advice relative to the regional transit system.
- CRD would establish / annually review performance standards, local / regional transit service plans and fares in consultation with local government decision makers, BC Transit and stakeholders.⁷
- CRD would formalize the above decisions / directions in annual tri-party operating agreements.
- CRD would provide direction respecting the above decisions / directions to BC Transit.
- CRD would independently review and evaluate BC Transit's analysis of operational and capital improvement requirements, making decisions and recommendations as appropriate.
- CRD would raise the local share of the annual cost of transit services in the Greater Victoria region. This would be done in a manner generally similar to the current process, which BC Transit administers on behalf of the VRTC i.e., by annually prescribing a tax and an applicable rate on the net taxable value of land and improvements in the regional transit service area, and once the money is collected by local governments, by distributing the monies received to BC Transit.
- CRD would assume leadership and authority for transit planning decisions affecting the Greater Victoria region. This would include authority to set transit priorities, make transit investment decisions, manage transit funding and serve as advocate to raise transit capital (as further discussed below in Section 4.5).

4.4 Transit Decision-Making that is Expedient and Transparent

The VRTC consists of 7 elected officials representing only 5 of the 13 member municipalities and 3 electoral areas. VRTC decisions are based on information and advice provided by BC Transit. VRTC has no staff of its own to independently assess / validate BC Transit's advice or to ensure that local interests are adequately represented. Also, there is no service agreement(s) setting out local / regional service expectations within the Greater Victoria region.⁸

For these reasons and others, the current VRTC governance arrangement is not considered to be either expedient or transparent.

The proposed change in transit governance is to transfer the VRTC's authority to the CRD, which by virtue of its Board of Directors representing all of the member municipalities and electoral areas (and the weighted representative decision making model that it uses), would be more representative and equitable – and transparent - than the current VRTC structure.

The size of the CRD Board, consisting of 24 members, may be seen as a potential drawback to the proposed governance arrangement (i.e., it may be considered to be more cumbersome than VRTC which consists of only 7 members). To address this concern the Board could delegate the regional transit responsibility to a commission or standing committee consisting of fewer members and still maintain region-wide representation. Such options are examined in Section 5.3 of this report.

⁷ Functions that currently are performed by BC Transit on behalf of the responsible party (i.e., VRTC).

⁸ Whereas, outside the Greater Victoria region, municipalities have individual operating agreements defining service expectations of BC Transit.

4.5 Authority to Manage Transit Funding and Raise Transit Capital

Authority to manage transit funding is arguably one of the strongest mechanisms by which a governmental agency may exercise influence and control over transit investment decision-making. Under the proposed governance change, authority for transit planning decisions affecting the Greater Victoria region would be assumed by the CRD. This would include authority to set transit priorities, make transit investment decisions, manage transit funding and raise transit capital.

By way of background, operating funds for the Victoria Regional Transit System come from the following sources: fare box revenue, advertisement, provincial subsidy, property tax and provincial fuel tax.

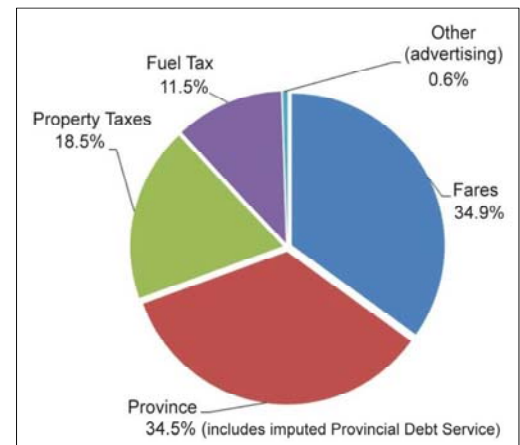
- Fare box revenue and advertisement: This money is raised or collected directly by BC Transit. Under the proposed governance arrangement this would not change.

- Provincial subsidy: As prescribed by the *BC Transit Act*, for systems operating in the Greater Victoria region the BC Government provides an annual provincial subsidy that is intended to cover a share of the annual transit operating cost, including the imputed capital debt service expenditure.⁹ For conventional transit services, the provincial subsidy for transit operations is about 31.5% of the total annual cost. For custom transit services it is 63%. BC Transit administers these funds on behalf of the VRTC. Under the proposed governance arrangement the CRD would administer and manage these funds.

- Property tax: Under the current governance arrangement VRTC is responsible to raise the local share of the annual cost of transit services in the VRTS service area.¹⁰ This includes annually prescribing a tax and an applicable rate on the net taxable value of land and improvements in the regional transit service area, and to administer the monies received. Since VRTC does not have staff resources, the process is administered on their behalf by BC Transit. Under the proposed governance arrangement the CRD would administer the process and manage the funds.

- Provincial fuel tax: Under the *BC Motor Fuel Tax Act*, VRTC is eligible for the money generated by way of a 3.5 cents per litre provincial fuel tax applied at point of sale (i.e., gas station pump) within the VRTS service area.¹¹ Since VRTC does not have staff resources, the fuel tax collection process is administered on their behalf by BC Transit. Under the proposed governance arrangement the CRD would administer the process and manage the funds.

Exhibit 4.1
VRTS Funding Sources



Source: "Regional Transit Local Funding Options - Technical Report", Victoria Transport Policy Institute, August 2012. The percentages shown are blended values based on the total funding for conventional and custom transit, for fiscal year 2010/11.

⁹ Unlike the Metro Vancouver area where the province contributes only to transit capital (not transit operating).

¹⁰ The VRTS service area differs slightly from the Greater Victoria region for which the CRD is responsible. Smaller in size, it is defined to include all incorporated municipalities in the CRD and that portion of the Juan de Fuca electoral area outside of Malahat and Renfrew Land districts. The VRTS service area also does not include Salt Spring Island which has a separate transit service arrangement. VRTC's ability to annually prescribe a tax and applicable rate for transit is restricted to the VRTS service area. It does not extend throughout the entirety of the CRD. The collection of provincial fuel tax monies is similarly restricted to the VRTS service area.

¹¹ Refer to Section 12.1 of the Act.

Senior level governments periodically introduce special funding programs to promote one or another public policy initiative (i.e., to promote a healthier urban environment through higher order transit initiatives, transit / land use intensification, etc). Access to such funding programs is typically by way of merit-based application processes.

It is generally acknowledged that the capital regional district's ability to access senior level government funding for both transit operations and capital (e.g., federal gas tax monies) will increasingly depend on provision of matching funds, partnership agreements and demonstration of planning decisions that are reinforced in regional policy objectives that align with senior government priorities (vis-à-vis growth, economic sustainability, etc). Given CRD's experience working with the Health Authority and other agencies, serving as an advocate for senior level government funding is an area in which the CRD is well suited to play a meaningful role.¹²

Similarly, for priority investment decisions, the CRD could well serve as advocate in direct negotiations with the province for additional transit capital.

¹² The federal gas tax program serves as an additional funding source for transportation (and transit) capital initiatives in the region. The monies are intended solely for capital initiatives. They may not be used to supplement operations budgets. The amount of money directed to the region is based on a per capita allocation. According to terms set out in the Gas Tax agreement for BC, 25% of the total regional allocation goes directly to CRD, 50% goes directly to local governments and the remaining 25% is awarded to local governments based on a merit-based application process. Under the proposed governance arrangement the CRD would administrate the entire gas tax allocation to the region (i.e., an arrangement similar to that of Translink in Metro Vancouver).

5. Alternative Transit Governance Arrangements

This section of the report discusses three (3) alternative governance arrangements that potentially could meet some or all of the change objectives set out previously in Section 4. They are:

- Option 1: CRD Board to replace VRTC
- Option 2: CRD Regional Transit Commission to replace VRTC
- Option 3: CRD Regional Transit Committee to replace VRTC

5.1 Definitions

The terms “Board”, “Commission” and “Committee” are defined by Capital Regional District Bylaw No. 3828, November 2012. Roles pertaining to Commissions and Committees are set out in Part 4, Sections 26 to 34 of the Bylaw. For the reader's convenience these sections are appended to this report as Appendix F.

As described in the bylaw, “Board” means the governing and executive body of the CRD, whereas “Commission” and “Committee” mean the following.

5.1.1 Commission

“Commission” means a commission, local service committee or service committee established by the Board under section 176(1) (g) of the *Local Government Act*. Commission features of particular relevance to this investigation are discussed below:

- Commission must be established by a bylaw
- Commission representation is defined by the bylaw. Members may include Board members, local officials who are not Board members and private citizens
- The ‘purpose’ of the Commission is defined by the bylaw, as are the services that the CRD Board expects the Commission to perform
- Board delegates authority for decision-making in respect of the ‘purpose’ to the Commission. Thereafter, the Commission operates “at arms length” from the Board (i.e., Commission does not require Board approval for its decisions)
- The above notwithstanding, Commissions are required to prepare and submit an annual budget for the approval of the Regional Board. The annual budget is to be fully comprehensive and include estimates for administration, development, maintenance, operations, expenses (including debt charges) and expected revenues.

The Regional Water Supply Commission, established by way of Bylaw No. 2539 (and amended by Bylaw No. 3371), is an example of such a governance arrangement.

The CRD Board created the Water Supply Commission to manage the water supply function. The Water Supply Commission's responsibilities extend across the full spectrum of water supply, including the provision of high quality water, conservation, and stewardship in conjunction with local governments and other stakeholders over the water supply catchment area. In these matters the Board has delegated authority for decision-making to the Water Supply Commission, and the Commission operates “at arms length” from the Board; albeit, the Commission must operate within the annual operating budget approved by the Board.

Representation on the Water Supply Commission is defined by the establishing bylaw. In this instance representation is based on population (each municipality appointing members of Council equivalent to the number of council members that the municipality has on the Regional Board plus a director for the participating electoral area) and decisions are made by way of a weighted voting process on the same basis as for the CRD Board.

5.1.2 Committee

“Committee” means a standing, advisory, select or other committee of the Board, but does not include a Committee of the Whole Board, a local service committee or a service committee. In this regard, features of particular relevance to this investigation are discussed below:

- The Board does not require a bylaw to establish a Committee. The Board would simply approve a terms of reference (and resolution) setting out the Committee's mandate.
- The nature of a Committee, whether standing, advisory or select, is defined primarily by its mandate:
 - Standing Committee's mandate relates to a CRD service or potential service.
 - Advisory Committee's mandate is to provide advice and recommendations to the Board (or to a Standing Committee of the Board) on a specific matter or resolution.
 - Select Committee's mandate is to consider or inquire into a specific issue referred to it by the Board. A Select Committee will cease to exist once it has reported its findings.
- IBI Group's use of the term Committee in the context of this investigation is intended to mean a Standing Committee. Only Board Members may be appointed to a Standing Committee.
- The general duties of a Standing Committee are: to consider matters referred by the Board, to carry out the instructions of the Board and to present findings and recommendations for the Board's consideration and approval. In this regard, the Standing Committee will report to the Board from time to time, or as otherwise required.
- Unlike a Commission, a Standing Committee may not operate autonomously. Committee findings and recommendations must go to the Board for approval.
- A Standing Committee may establish and refer specific matters or resolutions to an Advisory Committee for advice and recommendations.
- One reason a Standing Committee may establish an Advisory Committee is to bring requisite expertise to an issue. Another is to ensure that an issue / priority to a particular community is appropriately attended.
- While the rules concerning Standing Committee representation are stringent (i.e., only Board Members may be appointed), those pertaining to an Advisory Committee are much more flexible. An Advisory Committee must include at least one (1) member of the CRD Board. That aside, persons who are not Board members may be appointed to an Advisory Committee. This could include local officials who are not Board members and private citizens.

5.2 Features Common to All Options

BC Transit would continue:

- Function as a Crown Agency accountable to the Minister responsible for Transit by way of a provincial *Shareholder Letter*, and also
- Serve as delivery agent / operator of the VRTS transit system in the Greater Victoria region. In this regard,
 - Delivering the services in accordance to performance standards, local / regional transit service plans and fares that would be established / reviewed annually in consultation with CRD, and formalized by way of an annual tri-party operating agreement
 - Periodically providing operational and capital improvement analysis and recommendations, for independent review and evaluation by CRD in consultation with local governments and stakeholders
 - Bearing full responsibility for the day-to-day VRTS operations.

CRD, supported by in-house technical and professional resources, would assume the following responsibilities on behalf of regional / municipal interests:

- CRD would provide independent financial and managerial services, planning and evaluation, and advice relative to the regional transit system.
- CRD would establish / annually review performance standards, local / regional transit service plans and fares in consultation with local government decision makers, BC Transit and stakeholders.
- CRD would formalize the above decisions / directions in annual tri-party operating agreements.
- CRD would provide direction respecting the above decisions / directions to BC Transit.
- CRD would independently review and evaluate BC Transit's analysis of operational and capital improvement requirements, making decisions and recommendations as appropriate.
- CRD would raise the local share of the annual cost of transit services in the Greater Victoria region. This would be done in a manner generally similar to the process, which BC Transit currently administers on behalf of the VRTC, albeit the CRD would assume the responsibility for administration.
- CRD would assume leadership and authority for transit planning decisions affecting the Greater Victoria region. This would include authority to set transit priorities, make transit investment decisions, manage transit funding and serve as advocate to raise transit capital.

5.3 Alternative Transit Governance Arrangements

5.3.1 Option 1: CRD Board to Replace VRTC

In this option (shown in Exhibit 5.1) the 24-member CRD Board of Directors would replace and assume the authorities currently vested in VRTC.

Pro's

Strengths associated with this option include:

- Imparts in CRD Board, leadership and authority for regional transit decision-making
- Enhances responsiveness and accountability to local governments
- Results in a strong partnership (with BC Transit) for transit planning and operational delivery
- Imparts in CRD, authority to manage transit funding and raise transit capital.

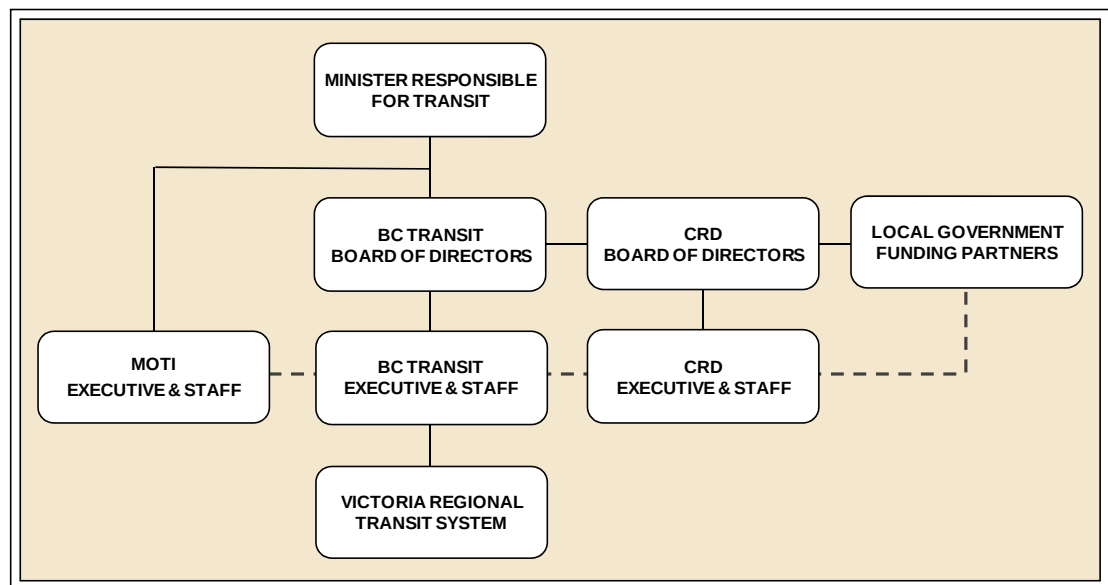
Further, by virtue of the CRD Board, which represents all of the member municipalities and electoral areas, this option would be more representative, equitable and transparent than the current VRTC structure (consisting of 7 members representing 5 municipalities).

Con's

A key challenge (weakness) associated with this option is the size of the CRD Board, which from a perspective of promoting expedient decision-making, may be more cumbersome than the current 7-member VRTC.

To address this concern the Board could delegate the regional transit responsibility to a commission or standing committee consisting of fewer members and still maintain region-wide representation. Such options are examined in Sections 5.3.2 and 5.3.3 of this report.

Exhibit 5.1
Option 1: CRD Board to Replace VRTC



5.3.2 Option 2: CRD Regional Transit Commission to Replace VRTC

In this option (shown in Exhibit 5.2) the CRD Board, by way of a bylaw, would establish and delegate the responsibility for regional transit decision-making to a “CRD Regional Transit Commission”.

The bylaw will define the ‘purpose’ of the Regional Transit Commission and the services that the CRD Board expects the Commission to perform. This, as discussed previously, would involve assuming leadership and authority for transit planning decisions affecting the Greater Victoria region, including authority to set transit priorities, make transit investment decisions, manage transit funding and serve as advocate to raise transit capital.

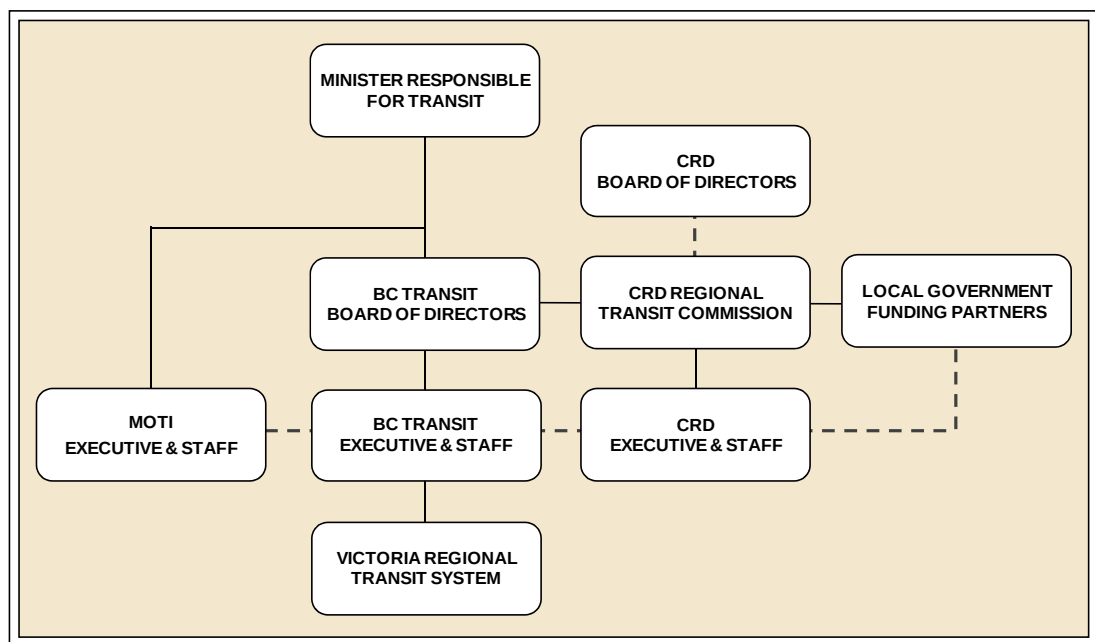
As in the Water Supply arrangement, the Board would delegate authority for decision-making in respect of Regional Transit to the Commission, and the Commission would operate “at arms length” from the Board.

The above notwithstanding, the Regional Transit Commission will be required to prepare and submit an annual budget (including all expenses and expected revenues) for the approval of the Regional Board.

The bylaw will define Regional Transit Commission representation. Members may include Board members, local officials who are not Board members and private citizens.

Representation on the Water Supply Commission is based on population and decisions are made by way of a weighted voting process on the same basis as for the CRD Board. The Regional Transit Commission could emulate this arrangement or alternatively, it could consist of fewer members – potentially only one representative from each of the 13 municipalities and a representative for the participating electoral areas, and the voting process may not be weighted.

Exhibit 5.2
Option 2: CRD Regional Transit Commission to Replace VRTC



In such matters, the Board's decisions (and bylaw) will come down to what the Board considers to be of greater priority, for example whether it be more important to ensure weighted representation, or to establish a lean organization capable of operating expediently, etc.

If the Board should choose to implement a lean Commission consisting of one representative from each participating municipality, then from the perspective of size and local government representation, this option would be similar to an alternative introduced by the BC Transit Independent Review Panel (wherein they suggested that perhaps VRTC should be expanded to 13 members). That aside, from a governance perspective the two models are distinctly different. This is discussed further in Section 5.4 of this report.

Pro's

Strengths associated with this option include:

- Imparts in a Regional Transit Commission, leadership and authority for regional transit decision-making
- Results in a strong partnership (with BC Transit) for transit planning and operational delivery
- Potential to establish a lean organizational structure (Commission) capable of operating expediently
- Despite the potential for a lean organizational structure, the Commission would represent all of the member municipalities and the electoral areas.

Con's

By definition, a decision to vest authority for transit decision-making to another body (i.e., a Commission established via a bylaw) would conflict with the CRD Board's stated change objective, which is to assume a more direct / active role for transit planning and funding decisions affecting the Greater Victoria region.

This option, which delegates regional transit decision-making to a Commission, may be viewed as potentially defeating one of CRD's main objectives, which is to enhance responsiveness and accountability to local governments since, from a transit perspective, local governments would be required to deal with the Commission (a separate body) in lieu of the CRD Board.

While a lean Commission structure, potentially consisting of one representative from each participating municipality and a voting process that is not weighted, may operate expediently it may not properly reflect the variance in transit interests and priorities among local governments in the region. For this reason it has been suggested that representation and weighted voting based on population (on the same basis as for the CRD Board) would be more appropriate.

5.3.3 Option 3: CRD Regional Transit Committee to Replace VRTC (Preferred)

In this option (shown in Exhibit 5.3) the CRD Board, by way of an approved terms of reference, would establish a standing committee of the Board to be known as the “CRD Regional Transit Committee”.

The terms of reference would define the Regional Transit Committee’s mandate, which generally would be to carry out transit planning, to consider related matters referred by the Board (i.e., transit service, operations and finance), to carry out the instructions of the Board and to present findings and recommendations for the Board’s consideration and approval.

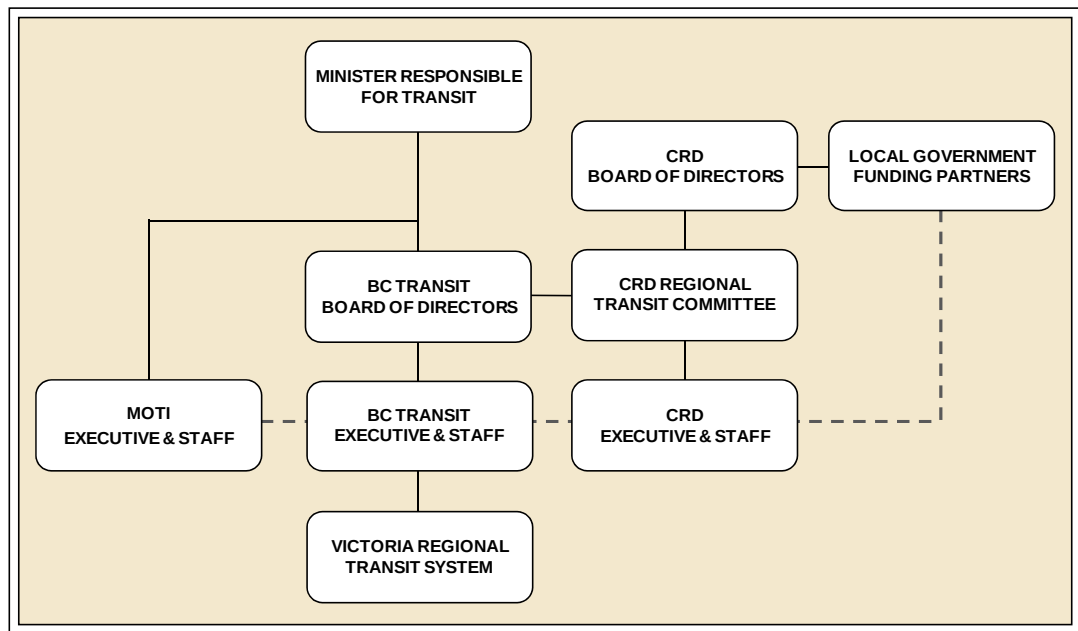
Unlike the Commission in Option 2, the Regional Transit Committee will not operate autonomously. The CRD Board of Directors will retain leadership and authority for transit planning and funding decisions affecting the Greater Victoria region, including setting transit priorities, making transit investment decisions, managing transit funding and serving as advocate to raise transit capital. These responsibilities would not be imparted to the Regional Transit Committee.

The Regional Transit Committee will develop findings and recommendations based on planning and evaluation. The recommendations will be presented to the Board for consideration and approval. In this regard, the Committee will report to the Board at scheduled intervals and as otherwise required.

In a sense one might characterize the Regional Transit Committee’s role as performing the heavy lifting on behalf of the CRD Board who will serve as the approval / decision-making authority.

By definition, only Board Members may be appointed to the Regional Transit Committee. That aside, by way of the terms of reference, it is the CRD Board that will decide on the size of the Committee.

Exhibit 5.3
Option 3: CRD Regional Transit Committee to Replace VRTC (preferred)



The Board may decide that Committee representation should be based on population (on the same basis as for the CRD Board), as this will ensure that transit interests and priorities among local governments in the region are appropriately reflected. Alternatively, in consideration of expediency

and transparency, the Board may decide to implement a leaner Committee construct. Regardless, the Regional Transit Committee will not be making decisions. That will be the Board's responsibility, and the Board's decision-making process will involve a weighted vote based on population.

It has been suggested that the Regional Transit Committee might establish a working group (Advisory Committee) substructure, this for several reasons: to bring requisite expertise to an issue, to ensure that an issue / priority to a particular community is appropriately attended, and for reasons of expediency.

As discussed previously, such a substructure is permitted by CRD Bylaw No. 3828, which sets out the rules for CRD Commissions and Committees. Moreover, under the existing rules a Standing Committee (such as the proposed Regional Transit Committee) may offer Advisory Committee appointments to persons other than Board members, including other local officials and private citizens.

A potential sub-structure is shown in Exhibit 5.4. In this example, the working group sub-structure may be designed to include:

- Select members of the Board/ Committee who represent specific community transit interests,
- Other local officials who would participate at the invitation of the Committee, to ensure that local transit interests are appropriately attended, and
- CRD staff support.

Pro's

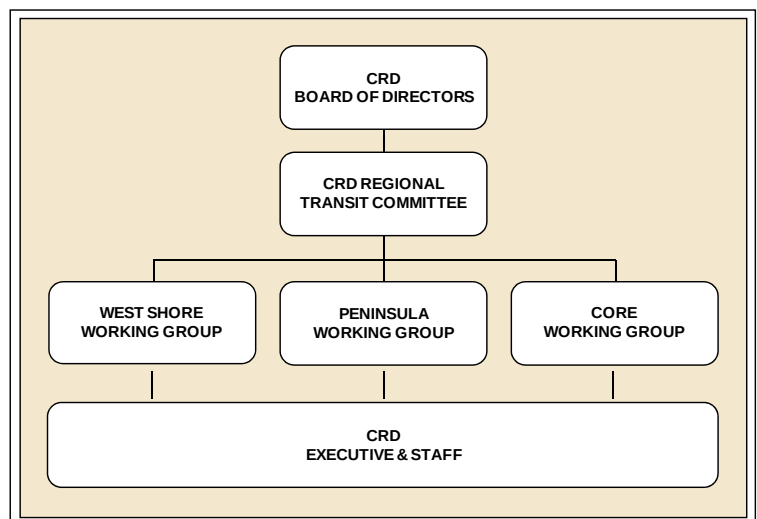
Strengths associated with this option include:

- Imparts in the CRD Board, leadership and authority for regional transit decision-making, including authority to manage transit funding and raise transit capital
- Having the CRD Board retain leadership and authority for regional transit decision-making will not only ensure accountability and transparency for decisions, it will also ensure responsiveness and accountability to local governments
- Weighted voting process used by the CRD Board will ensure that transit interests and priorities among local governments in the region are appropriately reflected
- Will result in a strong partnership (with BC Transit) for transit planning and operational delivery
- The Committee and working group substructure could serve expediently as the CRD Board's day-to-day instruments in matters pertaining to transit.

Con's

We are unable to identify any significant downside to this option.

Exhibit 5.4
Potential Working Group Substructure



5.4 Assessment Summary

Exhibit 5.6 (next page) presents a comparative assessment of the alternative options relative to the intended governance change objectives. For the reader's convenience, the assessment is extended to include the Status Quo (VRTC) governance arrangement for transit and the expanded VRTC governance arrangement that the BC Transit Independent Review Panel suggested as an additional alternative.

As depicted below by the Assessment Summary (Exhibit 5.5), among the alternatives considered Option 3 "CRD Regional Transit Committee to Replace VRTC" comes closest to meeting all of the intended governance change objectives.

Exhibit 5.5
Assessment Summary

Assessment Criteria	VRTC Options		CRD Options		
	Status Quo	Expanded VRTC (per Independent Review Panel)	1 CRD Board to Replace VRTC	2 CRD Regional Transit Commission to Replace VRTC	3 CRD Regional Transit Committee to Replace VRTC
1. Leadership and Authority for Regional Transit Decision-Making					
2. Responsiveness and Accountability to Local Governments					
3. Strong Partnership for Transit Planning and Operational Delivery					
4. Transit Decision-Making that is Expedient and Transparent					
5. Authority to Manage Transit Funding and Raise Transit Capital					

Does Not Meet Criterion

 Fully Meets Criterion

Exhibit 5.6
Comparative Assessment of Alternative Options

Assessment Criteria	VRTC Options		CRD Options		
	Status Quo	Expanded VRTC (per Independent Review Panel)	1 CRD Board to Replace VRTC	2 CRD Regional Transit Commission to Replace VRTC	3 CRD Regional Transit Committee to Replace VRTC
1. Leadership & Authority for Regional Transit Decision-Making	Authority rests with VRTC CRD serves as community stakeholder Fragmented approach to transit decision-making and investment	Authority rests with VRTC CRD serves as community stakeholder Fragmented approach to transit decision-making and investment	CRD Board assumes authority Integrated approach to transit decision-making and investment	CRD Commission assumes authority Potential disconnect with CRD Board Integrated approach to transit decision-making and investment	CRD Board assumes authority Decision-making is based on planning & evaluation by a Standing Committee Integrated approach to transit decision-making and investment
2. Responsiveness and Accountability to Local Governments	7 members (5 municipalities) Local governments are not always fully consulted	Expand to 13 members Local governments may not always be fully consulted 1 vote per municipality may not properly reflect local transit interests	All local governments would be represented Representation and weighted voting based on population (24 members)	Diminishes linkage between local governments and CRD Board Voting may range from 1 per municipality to population-based 1 vote per municipality may not properly reflect local transit interests	Committee and working group substructure could serve expediently as the Board's day-to-day instruments Representation and weighted voting based on population by CRD Board (24 members)
3. Strong Partnership for Transit Planning and Operational Delivery	BC Transit operates VRTS VRTC relies on BC Transit staff for planning and evaluation / no independent validation No service agreement(s) defining expectations	BC Transit to continue to operate VRTS & to provide planning and evaluation w/o independent validation No service agreement(s) defining expectations	BC Transit to continue to operate VRTS CRD staff to provide independent planning & evaluation Service agreement(s) to be established	BC Transit to continue to operate VRTS CRD staff to provide independent planning & evaluation Service agreement(s) to be established	BC Transit to continue to operate VRTS CRD staff to provide independent planning & evaluation Service agreement(s) to be established
4. Transit Decision-Making that is Expedient and Transparent	Local government interests are not fully represented No service agreements, no independent evaluation, etc	Conditions set out under status quo may continue	Transparency by way of weighted representation, independent evaluation & service agreements Size of CRD Board may be a potential drawback	Transparency via independent evaluation & service agreements 1 vote per municipality would reduce transparency / weighted representation may be cumbersome	Transparency by way of weighted representation, independent evaluation & service agreements Expediency by way of Committee & working group substructure
5. Authority to Manage Transit Funding and Raise Transit Capital	Currently a fragmented approach to managing transit funding and investment	Conditions set out under status quo may continue	CRD Board would assume accountability for administration of transit funding & transit investment	Vesting accountability for transit funding in a Commission may diminish CRD Board's capabilities to advocate for transit capital	CRD Board would assume accountability for administration of transit funding & transit investment

6. Potential Governance Arrangement for Regional Transportation Services

As demonstrated by Appendix C, which contains a chart summarizing the current governance arrangements for transportation and land use in the capital regional district, advocating for regional multi-use (pedestrian and cycling) trails is the role most often associated with CRD. For other transportation services (including public transit and the arterial road network), the CRD's role is predominately that of a community stakeholder, leading or participating actively in strategic planning, consultation and collaboration.

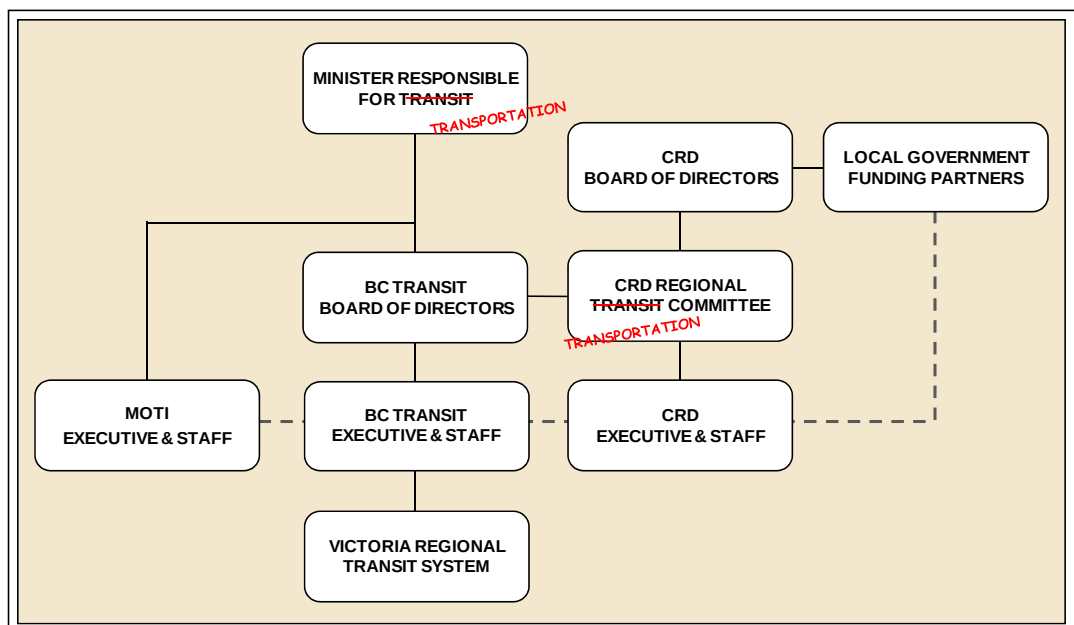
As further demonstrated by Appendix C, current governance arrangements for transportation and land use in the capital regional district are such that no one agency has direct authority for establishing, funding or implementing regional transportation priorities. The CRD Board has repeatedly promoted a change in governance that would impart the CRD with leadership and authority for transit and transportation decisions affecting the region, and decisions concerning land use adjacent to major transit / transportation corridors.

The CRD's preferred governance direction involves the establishment of a Regional Transportation Service having regional governance and authority for public transit, as well as enhanced roles for arterial roads, inter-community cycling network, demand management and land use adjacent to major transportation corridors and nodes. By way of this Regional Transportation Service the CRD Board would be vested with authority to define regional transportation priorities, make transportation investment decisions, manage transportation funding and raise transportation capital.

Appendix E presents a list of potential responsibilities that a CRD Regional Transportation Service would assume. The information was extracted from a CRD staff report, June 15, 2011.

Exhibit 5.3 presented a preferred regional transit governance arrangement. Exhibit 6.1 shows schematically how the CRD might build on that model to arrive at a governance arrangement for regional transportation services.

Exhibit 6.1
Potential Governance Arrangement for Regional Transportation Services



Appendix A - Bibliography

BC Government

- “BC Local Government Act”
- “BC Transit Act”

CRD

- “About the Capital Regional District”, www.crd.bc.ca
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- “2011 Comprehensive Annual Financial Report”, Capital Regional District, June 13, 2012
- “Submission to the Independent Review of BC Transit”, Capital Regional District, May 2012
- “Modernizing the Partnership”, Report of the BC Transit Independent Review Panel, August 2012
- “Regional Transit Local Funding Options”, report prepared for the Capital Regional District and BC Transit by the Victoria Transportation Policy Institute, August 22, 2012
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- “Transit Governance and Funding”, CRD Staff Report prepared for the Transportation Select Committee Meeting on November 21, 2012
- “Staff Notes from Transportation Select Committee Meeting of November 21, 2012

BC Transit

- “Transit Future Plan – Victoria Region”, BC Transit, May 2011
- “Annual Report 2011/2012”, BC Transit

Appendix B - Stakeholders

CRD Transportation Select Committee

- Dean Fortin, Mayor, City of Victoria / Chair
- Wendal Milne, Mayor, District of Sooke / Vice Chair
- Frank Leonard, Mayor, District of Saanich / former Chair

BC Transit

- Manual Achadina, President and CEO
- Erinn Pinkerton, Director of Strategic Planning
- Mike Davis, Chief Operating Officer

Ministry of Transportation and Infrastructure (MOTI)

- Derek Drummond, Assistant Regional Director
- Renee Mounteney, District Manager
- Kevin Volk, Sr. Manager, Transit Projects, Transit Branch, Partnerships Department
- John Schnablegger, Regional Manager Programming, Partnerships and Planning

CRD Staff

- Robert Lapham, General Manager, Planning and Protective Services
- Marg Misek-Evans, Senior Manager, Planning and Protective Services, Regional Planning
- Malcolm MacPhail, Sr. Transportation Planner, Planning and Protective Services, Regional Planning

Appendix C

Current Transportation and Land Use Governance in the Capital Regional District

(Derived from Appendix 4 of CRD Staff Report, June 15, 2011)

The exhibit below summarizes the governance arrangements for transportation and land use in the capital regional district. For convenience, roles are categorized as: primary (most influential, often through outright authority); cooperative (influential through collaboration and funding contributions); and consultative (least influential, reliant on indirect authorities and goodwill).

	MOTI	CRD	BC Transit	Municipalities
Provincial Highways	Primary Role Planning, design, standards & priority setting Operation/Maintenance Regulation, Oversight & Funding	Consultative Role Principally through planning initiatives to achieve sustainable transportation goals for the region	Cooperative Role For transit operating on provincial highways e.g., coordinate planning, transit priority measures and cost sharing	Cooperative Role For arterial intersections and interchanges
Regional Arterial Roads	Cooperative Role Planning for integration of highway network with local road networks	Consultative / Cooperative Role Principally through strategic planning initiatives e.g., corridor study, RGS, RSS, Pedestrian and Cycling plans	Cooperative Role For transit operating on municipal arterial roads	Primary Role Planning, design, standards & priority setting Operation/Maintenance Regulation, Oversight & Funding (tax base, dc's & government grants)
Regional Transit Network	Cooperative Role For transit operating on provincial highways Contribution of capital and operating funds	Consultative / Cooperative Role Principally through strategic planning initiatives e.g., RGS, RSS, Pedestrian and Cycling plans	Primary Role Planning, design, standards & priority setting Operation/Maintenance Regulation/Oversight Set budgets, service levels & fares	Cooperative Role Principally through transit route planning initiatives, maintenance of bus stops and shelters & property tax contributions to transit operating
Regional Multi-Use Trails	Cooperative Role Leases Galloping Goose right of way to CRD	Primary Role Planning, design, operation, maintenance, regulation, oversight and funding of trail system (Galloping Goose, E & N Trail, and parts of the Lochside Trail)	Cooperative Role Makes use of trails for rapid transit (e.g., Galloping Goose) and commuter rail services (e.g., E & N Trail)	Cooperative Role Principally through Community and Local Area Planning, and by maintaining trail sections on municipal roads
Land Use Adjacent to Regional Corridors & Network Nodes	Consultative Role Principally through policy guidelines and approvals of development applications adjacent to highway corridors	Primary Role Principally through land use and transportation policy planning, comment / approval of development applications, and property tax requisitions	Consultative Role Principally through transit supporting land use policies recommended in transit plans	Primary Role Principally through approval authorities set out in Official Community Plans, zoning bylaws, municipal property taxes & development contributions

Appendix D

Transit Responsibilities to be Transferred from VRTC

(Extracted from Appendix 6 of CRD Staff Report, June 15, 2011)

Authorities Requiring Legislative Change to the BC Transit Act

- Develop and recommend to BC Transit annual and capital budgets for the Victoria Regional Transit System
- Approve strategic plans, approve service plans, set fares, service levels and performance standards for the Victoria Regional Transit System
- Negotiate with the province regarding provincial and local contributions for the Victoria Regional Transit System's annual operating and capital budgets
- Establish transit property tax rates for the Victoria Regional Transit System service area
- Endorse, recommend and negotiate with the province changes to the transit fuel tax levy for the Victoria Regional Transit System service area
- Develop investment plans for major regional transit projects, priorities and initiatives and negotiate with the province regarding the provincial share

Other Authorities Requiring Legislative Change Outside the BC Transit Act

- Allocate resources from provincial and federal government transportation infrastructure grant programs and Gas Tax funds to regional transit priorities, projects and programs
- Approve RCS of Municipal Official Community Plans and endorse, Local Area Plans and Transportation Master Plans to ensure consistency with Board approved strategic directions for the regional transit system
- Approve and apply development cost charges and amenity provisions in negotiations with developers, the province and municipalities, for developments within 400 metres from the frequent and rapid transit networks, and within 400 metres from transit exchanges and rapid transit stations, to support transit network and service development
- Evaluate BC Transit strategic transit plans, for consistency with direction provided by the RGS/RSS, TravelChoices and the CRD Transportation Corridor Plan
- Develop 10 year transit capital plans and budgets with recommended sources of funding which will include provincial and federal government transportation infrastructure grant programs, Gas Tax allocations and regular sources of revenue (fares, property tax and fuel tax)
- Evaluate BC Transit annual service plans and operating budgets to ensure consistency with strategic transit plans and the TravelChoices transit sub-strategy
- Evaluate, and negotiate BC Transit requests for changes to transit fares and local taxes
- Negotiate with developers, provincial and municipal staff, and BC Transit for setting appropriate regional development cost charges and amenity provisions for developments 400 metres from

frequent and rapid transit networks and 400 metres from transit exchanges and rapid transit stations

- Review and evaluate municipal Official Community Plans, Local Area Plans and Transportation Master Plans in terms of consistency with strategic directions for transit as stated in the RGS/RSS, TravelChoices, Transportation Corridor Plan and CRD strategic transit plans
- Apply the regional transportation model and other simulation techniques to evaluate major transit projects and the impacts on public transit of major regional transportation and development projects
- Establish and chair a Regional Transportation and Transit Technical Advisory Committee consisting of staff from member municipalities, BC Transit and the Ministry of Transportation and Infrastructure that will meet regularly and of which one of the purposes will be to review the regional transit system

Appendix E

Regional Transportation Responsibilities to be Assumed by CRD

(Extracted from Appendix 7 of CRD Staff Report, June 15, 2011)

- Implement CRD Transportation Corridor Plan, regulate and oversee municipal and BC Transit compliance to binding corridor standards and priorities. Establish and apply consistent engineering design and functional standards compatible with those defined in the CRD Transportation Corridor Plan, Pedestrian and Cycling Master Plan and Transit Future
- Develop and manage a process to identify priority transportation projects and funding requirements.
- Oversee, monitor and evaluate priority transportation corridor projects and expenditures.
- Implement transportation and land-use policies of the Regional Sustainability Strategy, oversee compliance of municipal Official Community Plans, Local Area Plans and Transportation Master Plans to these policies.
- Implement the Pedestrian and Cycling Master Plan, regulate and oversee municipal compliance to binding standards and priorities in the Plan. These standards and priorities also follow from the Transportation Corridor Plan. Oversee the Primary Inter-Community Cycling Network.
- Implement other approved CRD strategic transportation initiatives such as the Transportation Demand Management Strategy.
- Endorse Municipal Official Community Plans, Local Area Plans and Transportation Master Plans in terms of consistency with the Transportation Corridor Plan and other approved CRD transportation strategies.
- Review and endorse Ministry of Transportation and Infrastructure Corridor Strategies for provincial highways in the CRD
- Oversee planning, regulations and capital and maintenance plans for the Galloping Goose, Lochside and E&N multi-use trails.
- Review and respond to development and re-zoning 400 metres from the defined regional corridor network and 400 metres from rapid transit stations, and regional and village centres.
- Implementation in partnership with municipalities of development cost charges and amenity provision for pedestrians and cyclists 400 metres from the defined transportation corridor network, and 400 metres from rapid transit stations and regional and village centres.
- Raise revenues through setting user fees, taxes, tolls, vehicle charges, profits from sales of rental of land and other assets.
- Collect and allocate funds from provincial and federal government transportation infrastructure grant programs to regional transportation priorities.
- Collect and allocate 100% allocation of CRD Gas Tax funds to regional transportation priorities.
- Negotiate cost-sharing and revenue transfer agreements with the province.
- Borrow and incur debt

Appendix F

Committees and Commissions

(Extracted from CRD Bylaw No. 3828, November 2012, Part 4, Sections 26 to 34)

Board Standing Committees

- 26 (1) The Chair may establish a Board Standing Committee as a regular permanent committee whose mandate will be in relation to a CRD service or potential service.
- (2) The Chair shall appoint only Board Members to a Board Standing Committee unless the authorizing legislation or Letters Patent for the Board Standing Committee defines its membership.
- (3) The general duties of Board Standing Committees shall be as follows:
- (a) To consider and report to the Board from time to time or whenever desired by the Board and as often as the interest of the CRD may require, on all matters referred to them by the Chair of the Board, or coming within their purview, and to recommend such action by the Board in relation thereto as they, the Committee, deem necessary or expedient.
 - (b) To carry out the instructions of the Board expressed by resolution in regard to any matter referred by the Board to any Committee for immediate action thereon, but in such cases the instruction of the Board shall be specific and the Committee shall report its action in detail at the next regular or other meeting of the Board thereafter as specified in the instructions of the Board.

Advisory Committees

- 27 (1) The Board, or Board Standing Committees, may establish an Advisory Committee to provide advice and recommendations to the Board, or to a Board Standing Committee, on matters determined to be within approved terms of reference or within a specific resolution of the Board.
- (2) Members of an Advisory Committee shall be appointed by the Board, a Board Standing Committee, or the appointments may be delegated by the Board to the Chair.
- (3) Persons who are not Members may be appointed to an Advisory Committee but each Advisory Committee should include at least one (1) Member of the Board.
- (4) The term of any person who is appointed to an Advisory Committee who is not a Member of the Board shall not exceed three (3) years.

Select Committees

- 28 (1) The Board may establish a Select Committee to consider or inquire into any matter dealing with a specific subject or issue referred to it by the Board and report its findings, opinions and recommendations to the Board, following its consideration and inquiry. Select Committees must have terms of reference approved by the Board.
- (2) The Select Committee will cease to exist once it has reported its findings, opinions and recommendations to the Board.

(3) The Board may delegate to the Chair the establishment of a Select Committee and the appointment of its Members.

Commissions

29 (1) The Board may establish a Commission regarding a CRD service within the authorities delegated to it and as mandated by the Board by bylaw.

Attendance at Committee Meetings

30. Members of the Board who are not Members of a Committee may attend meetings of that Committee and may take part in any discussion or debate by permission of a majority of the Committee Members present but may not vote.

Committee Reports

31. A Standing or Select Committee of the Board may report to the Board at any regular meeting or shall report as required by the Board.

Quorum

32. The quorum in a Standing or Select Committee shall be a majority of the persons appointed to the Committee.

Voting at Meetings

33 (1) On a vote in a Committee each person shall have only one (1) vote.

(2) (a) The Chair shall be a Member of all Committees and entitled to vote on all matters.

(b) Despite section 33(2)(a) the Chair, when in attendance, may be counted as one Member for the purpose of constituting a quorum.

Operation

34. No Committee or Commission will operate outside of its express mandate or terms of reference without prior approval of the Board.

Capital Regional District | May 2026

Moving Together: Regional Transportation Plan

What We Learned: Q1 2026 Engagement Summary



Territorial acknowledgement

The Capital Regional District conducts its work within the territories of many First Nations, including but not limited to BOKÉĆEN (W̱SÁNEĆ), MÁLEXEL (Malahat), paaʔčiidʔatx (Pacheedaht), Spune'luxutth (Penelakut), Sc'ianew, Songhees, SṪÁUTW (Tsawout), T'Sou-ke, W̱JOLÉLP (Tsartlip), W̱SIKEM (Tseycum), and xʷsepsum Nations, all of whom have longstanding relationships with these lands and waters that continue to this day.

Many of the transportation routes, waterways, and connections that shape movement across the region today follow pathways that Indigenous peoples have travelled for generations. These lands and waters have long supported connection, trade, governance, and community. This history continues to shape how movement, access, and regional connection are understood across the capital region today.

Thank you

Thank you to everyone who contributed their time, perspectives, and lived experience to this phase of engagement. Regional transportation planning affects people differently depending on where they live, how they travel, and the barriers they experience moving through the region. Many participants spoke not only from professional expertise, but from lived experience navigating the transportation system every day.

We recognize that participation takes time, care, and energy. For many people, contributing to regional conversations also involves advocating for their communities, holding competing needs and perspectives, and engaging in discussions that can feel complex or frustrating. We appreciate the openness, honesty, and thoughtfulness that participants brought to these conversations.

The input shared through this process will help shape the next stages of the Regional Transportation Plan and contribute to ongoing conversations about how people move throughout the capital region now and into the future.



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Executive summary

From January to March 2026, the CRD engaged regional partners, advisory committees, Indigenous partners, interest holders, and University of Victoria (UVic) students and staff to shape the early direction of the Regional Transportation Plan (RTP).

Across all engagement activities, participants identified a clear opportunity: to build a transportation system that feels more connected, easier to navigate, and more consistent across the region. Several themes emerged consistently across groups:



Stronger regional coordination is needed

Participants consistently described governance fragmentation as one of the region's biggest transportation challenges. Many felt that the CRD should have a stronger role in aligning transportation priorities, investment, and decision-making across municipalities.



Transit and multi-modal connections need improvement

Participants described a transportation system that still does not function seamlessly across modes or jurisdictions. Participants identified transit reliability, poor first- and last-mile connections, disconnected cycling infrastructure, and inconsistent user experiences as major barriers to reducing car dependency.



Equity, accessibility, and affordability must be foundational

Participants emphasized that transportation decisions affect people differently depending on where they live, their income, their mobility needs, and whether they can drive. Many requested better planning that reflects the needs of underserved and underrepresented communities.



Participants want greater transparency in decision-making

Participants wanted clearer explanations of how the CRD makes transportation decisions, establishes priorities, and evaluates trade-offs over time. Several groups requested stronger accountability mechanisms and clearer reporting on progress.



Priorities varied across groups

RTAC and DPAC participants focused more heavily on governance structures and implementation challenges. UVic participants emphasized affordability, climate change, safety, and reducing car dependency. Interest holders focused on regional coordination, multi-modal integration, and equitable transportation access.

Findings from this phase will inform the next stage of engagement and shape the refinement of the Regional Transportation Plan.

Project overview

Purpose of the Regional Transportation Plan

The Capital Regional District (CRD) is developing a Regional Transportation Plan (RTP) to set the big-picture direction for how people and goods move across the capital region over the next 30 years. It will guide transportation decisions, investments, and priorities across the region. Because many of these decisions are shared across jurisdictions, the plan provides an opportunity to set a more coordinated regional direction.

Transportation shapes everyday life in the capital region. It affects how people get to work, school, and health care. It also affects safety, affordability, and access, and plays an important role in how the region grows and responds to climate change.

As the capital region grows and travel needs become more complex, there are real choices and trade-offs to work through. Some communities have limited transit options. Growth and housing development are outpacing transportation investment in some areas. Policies and standards also vary across the region, creating an uneven experience for people travelling across municipal boundaries. A strong regional transportation plan should work for everyone, whether they drive, take transit, walk, roll, cycle, or use a combination of these modes.

Without a shared regional plan, transportation decisions are more likely to be made one at a time and without a regional lens. That makes it harder to close gaps, improve connections, and focus investment where it can do the most good.

The CRD adopted the current RTP in 2014. Since then, the region has grown, travel patterns have shifted, and the Regional Transportation Service was established, giving the CRD a dedicated structure for coordinating transportation planning and investment across the region. Together, these changes create an opportunity to set a new and clearer direction.

Context for the Q1 2026 (January to March 2026) engagement

This What We Learned report summarizes what the project team heard during the Q1 2026 engagement. This phase focused on gathering early input and building on recent work, including local transportation plans completed by member municipalities, previous engagement across the capital region, and the technical groundwork laid at the start of this project. Participants were invited to help confirm key transportation challenges and priorities, identify gaps, and refine the plan's direction.

The broader process: Engagement is one of several inputs into the plan. Technical analysis, data, regional and provincial goals, and considerations like funding, jurisdiction, and implementation will also shape decisions. The CRD Board is expected to consider the plan for approval in Fall 2027.

Engagement overview

Objectives of the Q1 2026 engagement

From January to March 2026, this phase of engagement focused on building a shared understanding of transportation issues across the region and identifying what mattered most to participants.

The objectives of this phase were to:

- Confirm key transportation challenges and priorities
- Identify gaps or missing perspectives
- Better understand regional needs, pressures, and opportunities
- Surface the key questions the plan will need to answer in later phases

How this phase fits into the overall engagement process

The project team engaged member municipalities, regional partners, advisory committees, and interest holders. These groups bring different perspectives shaped by their roles, communities, and experiences. Their input helps ensure the plan reflects diverse regional realities.

This was an early listening phase, not a solutions phase. The input gathered in Q1 2026 will directly inform the next stages of engagement and plan development:

- **Q1 2026 — Validate priorities and early direction (complete)**
Engagement with municipal staff, committees, advisory groups, and regional partners to confirm key challenges and early priorities.
- **Q2 2026 — Refine draft strategies and key actions**
Test draft directions and trade-offs with governance bodies, partners, and the public to strengthen the emerging plan.
- **Q4 2026 - Q1 2027 — Refine the plan and confirm direction**
Refine the plan based on feedback, resolve outstanding questions, and confirm direction with governance bodies, including onboarding the new CRD Board following the 2026 municipal elections.
- **Q3 2027 — CRD Board approval**
Confirm final direction, complete the plan, and bring it forward to the CRD Board for approval.

Who we engaged

Engagement in this phase focused on key governance partners and regional interest holders who help shape transportation policy and priorities.

Participant categories included:

- CRD Committees
 - Transportation Committee
 - Regional Transportation Advisory Committee (RTAC)
 - Development and Planning Advisory Committee (DPAC)
- Indigenous partners
- Regional interest holders (including advocacy groups, transportation providers, business and tourism organizations, post-secondary institutions, and provincial and regional agencies such as BC Transit, BC Ferries, and the Victoria Airport Authority)
- University of Victoria (UVic) students and staff

Engagement approach

Engagement was targeted to validate core transportation challenges, surface shared priorities, and help define the decision-making criteria that will guide the development of the Regional Transportation Plan. This phase also helped build a common understanding of regional mobility needs, goals, and patterns, and to identify early strategic directions. At this stage, engagement was intentionally targeted rather than broad-based, focusing on organizations and partners with region-wide transportation roles and expertise, with broader public engagement planned for later phases of the plan's development.

How we engaged

This phase used a mix of facilitated workshops, targeted partner engagement, Indigenous outreach, and public awareness activities (including [a project page on the CRD's Get Involved platform](#) and updates to the Transportation Committee) to test early directions for the Regional Transportation Plan and build a shared understanding of regional transportation priorities. Engagement activities are outlined below by format and audience. The following sessions were held as part of this phase of engagement:

- **3 virtual interest holder workshops** held on March 9, March 11, and March 12, 2026, with 19 participants
- **1 virtual RTAC/DPAC workshop** held on March 9, 2026, with 38 participants
- **1 in-person workshop with University of Victoria (UVic) students and staff** held on March 10, 2026, with 20 participants

Regional partners, agencies, advocacy organizations, and other interest holders were engaged through a series of facilitated workshops. These sessions explored long-term needs, issues, and opportunities for the regional transportation system, and helped identify the principles and criteria that should guide decision-making across the region.

Preliminary insights from these sessions were shared with the Transportation Committee to support alignment on emerging themes.

Interest holder workshops (virtual)

These workshops were structured around a series of prompts and facilitated activities designed to test early assumptions, explore regional transportation priorities, and surface areas of alignment and tension across the region. Discussions focused on:

- **Regional needs, issues, and opportunities**, with a focus on what a well-functioning transportation system should enable for people, communities, and the regional economy
- **The balance between regional coordination and local decision-making**, including where regional approaches add value and where local leadership remains essential
- **Shared decision-making**, including the principles and considerations that should guide future transportation decisions, particularly in the context of trade-offs

Each session concluded with a review of key themes and an overview of how input would be synthesized and used.

RTAC/DPAC workshop

Members of the Regional Transportation Advisory Committee (RTAC) and the Development and Planning Advisory Committee (DPAC) participated in a structured virtual workshop. RTAC and DPAC include municipal staff and regional representatives who provide technical and planning advice to the CRD.

The session focused on regional coordination, governance, and decision-making. It explored long-term system needs and opportunities, and examined how roles and responsibilities could be clarified across jurisdictions. Participants also contributed to defining principles and criteria to guide transportation decisions across the region.

Indigenous outreach

The CRD and BC Transit collaboratively reached out to eight First Nations to engage on regional transportation planning. Of these, four Nations participated in virtual meetings:

SᑭÁUTW First Nation, the WᑭÁNEĆ Leadership Council (WᑭOŁEŁP First Nation and WᑭIKEM Nation), and xᑭsepsum Nation.

First Nations emphasized the importance of early and ongoing engagement in the development of the Regional Transportation Plan, including opportunities to participate in workshops and future studies. Participants expressed appreciation for the CRD's commitment to supporting meaningful involvement. Feedback identified the Island Corridor as a priority requiring timely attention to preserve future transportation opportunities and support the nation's economic development. There was a strong emphasis on transportation planning that is sustainable, accessible, and culturally respectful, and that meaningfully integrates Indigenous knowledge, land relationships and traditional territories. Key priorities also included improving safety, accessibility, and connectivity for elders, youth, and persons with disabilities; enhancing access to community and traditional sites; and advancing alternative and low-emission transportation modes. Clear, accessible engagement materials and appropriate incentives were noted as effective approaches to support broader community participation.

University of Victoria (UVic) workshop

An in-person workshop was held with University of Victoria (UVic) students from the Coastal Climate Solutions Leaders graduate training program, along with staff, to capture campus perspectives on regional mobility. This session, facilitated by the CRD, and focused on lived experience, including transit reliability, multi-modal connections, safety, and affordability. Participants provided input grounded in daily travel patterns and highlighted barriers to using sustainable transportation options.

Project communication

During this phase, the CRD launched the project's [Get Involved page](#) to provide information about the Regional Transportation Plan, share project updates, and create a central location for future engagement opportunities.

The project was also presented to the Transportation Committee through a public in-camera meeting, which was open to observers and contributed to broader awareness.

Promotion and outreach

Messaging focused on explaining the project purpose, highlighting opportunities to participate, and providing clear links to learn more and share input. Outreach was timed to align with key engagement sessions.



Targeted outreach was used to invite participation from key regional partners, governance bodies, and interested parties, as identified through interest-holder mapping and research supported by the CRD. The CRD also coordinated directly with RTAC and DPAC members to support participation. Across all groups, participants were provided with information on the purpose of the engagement, the current stage of the planning process, and opportunities to contribute input on regional transportation challenges, priorities, and decision-making considerations.

What we learned

Workshop feedback: Key themes by interest group

Themes are listed in order of frequency. Counts reflect the number of times a theme code was applied across all questions within that group's session. Representative participant quotes have also been included throughout each workshop section to help illustrate key themes and perspectives.

Interest holder sessions

Regional governance, coordination, and accountability gaps (38 mentions): The most frequently cited theme across the interest holder sessions. Participants consistently described the capital region's transportation system as a collection of parts without a coordinating hand. They called for the CRD to play a stronger, more authoritative role in aligning investment, decisions, and delivery across municipalities.

“Regional coordination could increase the connectivity of our cycling network.”

Infrastructure gaps and modal imbalance (36 mentions): Participants pointed to significant gaps in physical infrastructure as a root barrier to mode shift—from missing cycling connections and inadequate transit stops to the absence of safe walking routes in rural and island communities. Several noted that investment has been uneven across modes, with active transportation consistently underfunded relative to roads.

Multi-modal integration and user experience are not yet seamless (34 mentions):

Participants emphasized that the system's failure isn't just about individual modes—it's the gaps between them. Poor connections between transit, cycling, and walking, inconsistent wayfinding, and the absence of regional shared mobility agreements were all flagged as barriers to a seamless travel experience.

System performance and efficiency are constrained (30 mentions): Beyond individual modes, participants noted that the overall system is not performing, congestion, unreliable travel times, and bottlenecks on key corridors undermine the region's ability to function. Several pointed to the need for demand management and smarter operations alongside infrastructure investment.

Transit performance and coordination are not yet enabling mode shift (29 mentions):

Participants repeatedly named transit service quality, frequency, reliability, and coverage as the key constraints on mode shift. Participants noted that the context description's framing of transit ridership as 'not keeping pace' understates the problem: the service is not yet competitive with driving for most trips.

“Bus transit is too inefficient for people who have to work (sometimes more than one job) or get to appointments. You can only do 2 or 3 things in a day if relying on bus transit.”

Clear communication and transparency of decisions (21 mentions): Participants wanted to understand how and why decisions are made, not just what is decided upon. Several called for transparent project pipelines, open data, and consistent reporting as tools to build public trust and reduce the perception that transportation decisions are politically driven.

Equitable, accessible, and affordable mobility (21 mentions): Participants were clear that equity is not an add-on but a design principle; in fact, it surfaced throughout responses, from the affordability of transit fares to the accessibility of stops and routes for people with disabilities, seniors, and lower-income residents.

“Universal accessibility so seniors, people with disabilities, and youth—particularly non-drivers—can reach jobs, services and daily needs.”

Equity, accessibility, and inclusive engagement are not fully realized (19 mentions):

Several participants noted that equity principles appear in plans but don't consistently shape decisions or investments. Inclusive engagement, like reaching communities that don't typically participate, was also flagged as a gap, particularly for Indigenous communities, people with disabilities, and Gulf Islands residents.

Clear prioritization and decision-making frameworks are needed (18 mentions):

Participants across multiple questions requested that the CRD establish upfront frameworks for setting priorities and resolving trade-offs before difficult choices arise. Several cited the absence of such frameworks as a reason why good plans repeatedly fail to translate into delivery.

Funding and implementation constraints limit progress (17 mentions): Participants acknowledged that many of the right plans already exist, but funding gaps, misaligned incentives, and weak implementation capacity slow progress. Several called for the CRD to take a stronger role in coordinated advocacy for provincial and federal transportation funding.

Land use and transportation are not fully aligned (17 mentions): The disconnect between land-use decisions made at the municipal level and transportation planning at the regional level was a recurring frustration. Participants noted that this misalignment, not just service gaps, is a root driver of car dependency and longer commutes.

“It is important to have active transportation (AT) options in place prior to real estate development being complete. Currently, AT infrastructure often follows development by years.”

RTAC/DPAC session

Regional governance, coordination, and accountability gaps (42 mentions): Participants with direct experience in regional planning consistently described governance fragmentation—different authorities, inconsistent standards, and unclear roles—as the fundamental barrier to regional progress. Many called for the CRD to have more explicit authority and accountability mechanisms.

Clear prioritization and decision-making frameworks are needed (36 mentions): Participants placed the strongest emphasis of any group on the need for structured, upfront decision-making tools. Participants wanted to see clear logic for how projects are sequenced and prioritized—and consistency over time so that new political priorities don't continually displace agreed plans.

Infrastructure gaps and modal imbalance (30 mentions): Infrastructure concerns were broader, encompassing active transportation, goods movement, emergency access, and network resilience. Participants flagged the risk of single points of failure in the regional network—an issue with safety implications that goes beyond mode shift.

Multi-modal integration and user experience are not yet seamless (29 mentions):

Participants saw multi-modal integration as the clearest area where regional coordination would unlock gains. They pointed to specific barriers, like incompatible shared mobility zones, inconsistent wayfinding, and poor first- and last-mile connections, as problems requiring regional-level solutions.

“Need to acknowledge that people will work, shop, play, etc. outside of their home municipality — so bike share and car share need to be integrated across the region, with a consistent provider, to enable their use.”

Funding and implementation constraints limit progress (28 mentions): Funding was a more prominent theme, reflecting participants' direct experience with the gap between planning ambition and delivery capacity. Several noted that regional coordination is often a prerequisite for unlocking provincial and federal funding, making governance and funding challenges deeply interconnected.

“A lack of regional and unified advocacy has led to the region not getting its fair share of transit investment.”

Transit performance and coordination are not yet enabling mode shift (25 mentions):

Participants offered a more systems-level critique of transit performance, noting that the problem isn't just frequency or reliability in isolation, but the full experience from door to door, including stops, wayfinding, and transfers. Several pointed to the E&N Corridor (The Island Corridor, previously the Esquimalt & Nanaimo Railway) as an underdeveloped regional opportunity.

“It isn't only about the time on the bus. It is about the transit stops, the walk to the stop, knowing when the next bus is coming. The experience of stops should be similar no matter which municipality you're in.”

System performance and efficiency are constrained (19 mentions): Participants raised efficiency concerns with a technical lens, noting that congestion has compounding economic effects, that mode shift toward active transportation can create short-term trade-offs for vehicle throughput, and that the system needs to be managed holistically rather than mode by mode.

Key system functions are underrepresented (16 mentions): Goods movement, emergency access, and visitor travel are consistently absent from regional transportation conversations. Participants saw this as both a planning gap and a credibility risk for the RTP.

“People-moving focused — can't lose sight of what the network does outside of moving people and the broader need of the movement.”

Align transportation with land use and regional growth (16 mentions): Participants supported stronger alignment but acknowledged that land use authority rests with municipalities, making coordination a matter of negotiation rather than direction.

University of Victoria session

Multi-modal integration and user experience are not yet seamless (15 mentions):

Participants described a system that doesn't connect: buses that don't serve key destinations, cycling networks that stop at municipal boundaries, and no easy way to combine modes for a single trip.

“Make transportation a non-issue in someone's life.”

Transit performance and coordination are not yet enabling mode shift (14 mentions):

Participants, many of whom rely on transit daily, described a service that is too slow, too infrequent, and too unpredictable to be a genuine alternative to driving.

System performance and efficiency are constrained (12 mentions): Participants described a regional system that is slow and unreliable, not just for individual modes but across the system as a whole. The Malahat corridor was specifically cited as a critical regional vulnerability, and several participants expressed frustration that making sustainable transportation competitive with driving is not treated as an explicit goal.

Clear communication and transparency of decisions (12 mentions): Participants wanted to understand how transportation decisions are made, and wanted mechanisms to ensure those decisions are insulated from short-term political pressures. Non-partisan oversight and independent accountability structures were proposed.

Safety, comfort, and user experience are not consistently prioritized (10 mentions):

Safety was a prominent concern for participants, particularly around cycling infrastructure and the personal safety of transit users. Participants pushed back on the plan's framing of eliminating 'serious injuries and deaths,' arguing that any injury is unacceptable and that safety should be a precondition for mode shift, not just an outcome.

“Make people feel safe while taking and getting to transit (prevent harassment, discrimination, racism...).”

Equitable, accessible, and affordable mobility (9 mentions): Participants connected affordability directly to housing, noting that lower-income residents are pushed to the West Shore, where transit is sparse, creating a compounding disadvantage. Several participants saw pricing of parking and driving as an important lever for shifting the cost calculus.

“It's a choice between affording housing but not having transport options vs living close to more things but giving more than half your salary to pay rent.”

A sustainable system that supports the region's future (9 mentions): Participants connected transportation decisions to climate targets, community health, and intergenerational equity, and requested that the plan be explicit about emissions reduction as a driver of investment, not just a co-benefit.

“I think there needs to be a why-reducing emissions is one, but improving health and making the community more accessible for those who can't drive (youth, elders, etc).”

Equity, accessibility, and inclusive engagement are not fully realized (8 mentions): Participants highlighted populations whose needs are consistently overlooked: youth, people with disabilities, and aging residents. Several raised the importance of designing transportation for families and non-commute trips, not just the typical working adult commuter.

Key takeaways

Shared themes across all groups

Across all three workshops, a small number of themes came up consistently, regardless of who was in the room. These represent the strongest signals from the engagement process.



The CRD needs more authority, not just more coordination: Governance was the most cited concern across all three groups combined. Participants consistently described a system in which each municipality makes its own decisions, and the CRD does not have enough power to ensure those decisions work together. The same message came from all groups: coordination alone is not enough.



A connected system is the shared goal, but the gaps are significant: When asked what a well-functioning regional transportation system should look like, all three groups gave similar answers: a connected system that lets people get to work, run errands, and access services without a car. This was the top theme in the vision question across all groups. But participants were equally consistent in their assessment of how far the current system is from that goal. Bike lanes stop at city boundaries. Shared services like bike and car shares do not cross jurisdictional boundaries. Transit stops vary in quality from one community to the next. Getting to and from transit is often harder than the ride itself.



Transit is not competitive with driving, and that is the main barrier to change: All three groups named transit performance as the central obstacle to getting more people out of cars. The specific issues were consistent: service is too infrequent, slow, and unreliable to be a realistic option for most everyday trips. UVic participants were the most specific: some routes run every 60 to 90 minutes, some areas within 10 kilometres of campus require two or three transfers, and some lines stop running early in the evening.



People want to understand how and why decisions are made: Transparency came up across all three groups as a basic requirement for public trust. The ask was consistent: people do not just want to know what decisions are made, they want to understand the reasoning, the evidence, and the trade-offs behind them.



Equity needs to be built in from the start, not added later: Equity came up in every group, though each framed it differently. Interest Holders focused on specific groups that are not being served: people with disabilities, Gulf Islands residents, Indigenous communities, and service workers who rely on transit. RTAC/DPAC members raised equity as a criterion for investment decisions, calling for needs-based prioritization rather than focusing on areas with the most political weight. UVic participants made a direct connection between transportation and housing affordability: people pushed to the West Shore by high housing costs in the core end up in areas with sparse transit, compounding their disadvantage.



Safety is a starting point, not an end goal: All three groups raised safety as a top concern. UVic participants challenged the plan's framing most directly, arguing that the goal of eliminating only "serious injuries and deaths" sets the bar too low, and any injury reflects a failure of the system. Protected bike lanes were called a basic requirement, not an upgrade. Personal safety on transit, including harassment, discrimination, and racism, was raised as a real barrier, especially for women and racialized riders. Physical infrastructure gaps included: no protected cycling infrastructure on rural roads and inaccessible bus stops in smaller communities.



Land use and transportation planning need to occur together: All three groups identified the disconnect between municipal land-use decisions and regional transportation planning as a root cause of car dependency and long commutes. Transit investment consistently follows new development instead of shaping it. High-density housing is often directed to arterial roads without improving the street environment for walking or cycling. Municipalities resist more density without a guarantee of better transit service first.

Where the groups saw things differently

While participants broadly shared opinions in the themes above, some issues landed differently depending on who was in the room. These differences reflect the different experiences and roles of each group; they are not disagreements, but they do signal where the plan will need to speak to different audiences.



Decision-making frameworks were the top priority for RTAC/DPAC members, who called for a clear, published process for ranking projects and making trade-offs, one that is set up front and does not change with each political cycle. This was a much lower priority for Interest Holders and UVic participants, who focused more on governance authority and lived experience.



Sustainability and climate were explicitly mentioned by UVic participants, who described transportation as an intergenerational responsibility and requested that the plan explain why emissions reduction matters, rather than simply listing it as a goal. The other two groups mentioned climate more indirectly, as a co-benefit of shifting away from cars.



Car dependency was addressed most directly by UVic participants, who requested measures that actively make driving more expensive and less convenient, rather than just offering better alternatives alongside existing car infrastructure. Interest holders raised the issue but focused more on providing options. RTAC/DPAC members gave it less weight.



Goods movement was flagged almost entirely by RTAC/DPAC members, who described the absence of freight and delivery in transportation planning as a credibility gap. The other groups gave it minimal attention.



Funding details were most prominent for RTAC/DPAC members, who raised specific tools, congestion pricing, new business cases, and predictable multi-year allocations that reflect their direct experience with the gap between planning and delivery. The other groups focused more on the need for a unified regional voice with senior governments.



Meaningful engagement was the strongest differentiator for UVic participants, who requested a citizen committee, community partnerships, and a genuine participatory process. RTAC/DPAC members framed engagement more around building confidence and working with municipal partners. Interest holders raised it but gave it less weight.



Geographic constraints, the distinct challenges of rural areas, the Gulf Islands, and hard-to-serve communities were raised most strongly by RTAC/DPAC members and Interest holders (particularly Gulf Islands residents) and barely mentioned by UVic participants.

What the feedback suggests the plan needs to do

Taken together, the workshop feedback points to five areas where the plan will need to take a clear position. These are not recommendations; they are observations about where participant input was most consistent and where the plan needs to provide clear direction.

01 On governance

The plan needs to define what regional authority means in practice, what the CRD can direct, what it can recommend or advocate, and the mechanisms for holding partners accountable. It also needs to specify how progress will be tracked and reported over time, not just at the point of adoption.

02 On transit

Rapid transit to the West Shore and Peninsula came up across all three groups and represents the clearest infrastructure gap with the broadest consensus. The plan should make an explicit commitment on this rather than treating it as one option among many. It should address the tension between reallocating road space to cycling and walking while maintaining or improving transit travel speeds.

03 On investment

The plan needs a credible framework for ranking and sequencing projects, one that connects stated priorities to actual budgets and remains consistent over time. A published priority list with a clear rationale was requested repeatedly, particularly by RTAC/DPAC members and Interest holders.

04 On equity

Equity principles already appear in regional plans, but do not consistently shape decisions. The plan needs to specify how equity will work as a decision-making criterion, including how it will be applied when it conflicts with efficiency or cost goals. Gulf Islands residents, Indigenous communities, people with disabilities, and rural areas also need to be addressed specifically, not just covered by general regional language.

05 On scope

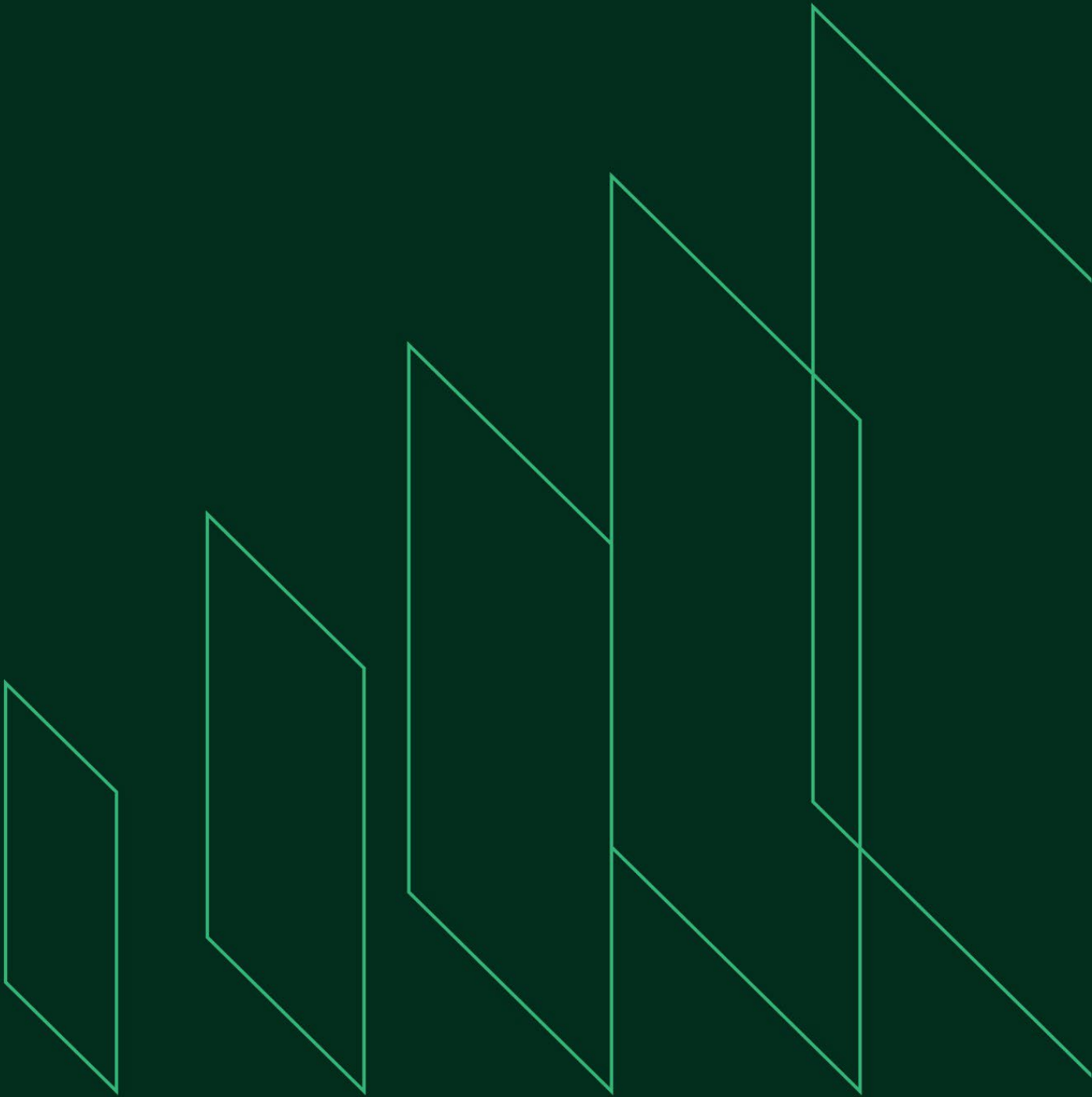
Goods movement, visitor travel, and interregional connections beyond the CRD are gaps the plan should name directly. The role of private vehicles also needs a clear position; all three groups, in different ways, indicated that treating car use as a neutral baseline is no longer sufficient.

What this means for next steps

This phase of engagement was designed to surface shared priorities and establish a foundation for the plan. The next phase of work will focus on developing and testing draft strategic directions and key actions with elected officials, regional partners, First Nations representatives, interest holders, and the public.

The findings in this report will be used to shape the draft directions. The themes with the strongest and broadest support, governance authority, multi-modal connectivity, transit performance, transparency, equity, safety, and land use alignment, provide the clearest foundation. Where groups diverged, those differences signal which audiences the draft directions will need to address specifically and how.

Appendix A – Methodology



Spur

Appendix A - Methodology

The findings are based on a qualitative analysis of participant input collected across multiple engagement sessions. Notes and feedback from workshops were compiled and organized into a structured dataset for analysis.

A thematic coding approach was used to systematically review all participant input. Individual comments and responses were assigned codes representing key ideas, issues, or sentiments. These codes were developed iteratively, with similar responses grouped into broader themes to reflect recurring patterns across sessions.

Coding was applied consistently across all sessions, including general discussions and responses to specific questions. This enabled both high-level thematic analysis and more detailed comparisons between session types and participant groups.

After coding, the data were aggregated using pivot tables to quantify code and theme frequencies. This helped identify the most prominent topics, points of alignment, and key differences across sessions.

Data Approach

The dataset was structured in a long-format coding table, where each comment or input was treated as a discrete entry and assigned one or more thematic codes.

Codes were grouped into broader thematic categories to support analysis at both the code and theme level. The dataset was then analyzed using pivot tables to:

- Count the frequency of codes across all sessions
- Compare themes across different participant groups and sessions
- Identify high-volume issues and recurring topics

Both quantitative (frequency-based) and qualitative (content-based) analysis were used:

- Qualitative review ensured nuance and context were captured beyond raw counts
- Frequency counts were used to highlight dominant themes and areas of emphasis

Where relevant, findings were also analyzed by session type (e.g., RTAC/DPAC vs. interest holders and UVic) to understand how responses varied across discussion contexts.

This combined approach ensures that the results reflect both the breadth (how often something was raised) and depth (how it was expressed and why it matters) of participant input.

Moving Together: Regional Transportation Plan

Governance and decision-making: early workshop summary

This summary provides an early synthesis of governance-related input captured at the *Governance and Decision-Making* station during the Regional Transportation Plan (RTP) workshop on June 22, 2026.

What we did

Participants shared written feedback in response to prompts about how governance could better support implementation of the RTP. Feedback explored regional decision-making, coordination, representation, funding, accountability, and future governance considerations.

Governance ideas explored

Participants were invited to provide feedback on three preliminary governance directions being explored through the RTP:

1. Strengthening regional governance for multimodal transportation planning and transit decision-making;
2. Improving coordination of transportation services, regulations, and programs that operate across municipal boundaries; and
3. Strengthening regional transportation data, modelling, and performance functions to support evidence-based planning, decision-making, and implementation.

What we heard about governance and decision-making

Participants identified governance as a key constraint to the region's ability to plan, fund, and deliver an integrated transportation system. They emphasized the conditions needed for effective regional decision-making rather than naming any preferred governance model. The themes below represent a qualitative synthesis of participant feedback and are not ranked by frequency, level of agreement, or priority.

1. Provincial action is essential to governance reform. Participants identified provincial legislation, particularly the BC Transit Act and the current Victoria Regional Transit Commission (VRTC) structure, as shaping the CRD's ability to make binding transit governance decisions. Many noted that meaningful reform requires provincial action, including legislative change and clearer provincial direction, not just regional will.

2. Fragmented decision-making across jurisdictions. Across the region, governance was described as fragmented among municipalities, Electoral Areas, First Nations, and agencies, with competing authorities, differing local priorities, and divided mandates that make coordinated decision-making difficult and create uncertainty about regional priorities.

3. Municipal autonomy vs. regional integration. Participants valued municipal autonomy and expressed concern about losing local control, while also recognizing that many transportation challenges extend beyond municipal boundaries. Discussion focused on how governance could strengthen regional coordination without diminishing local decision-making.

4. Governance reform is slow — maintaining momentum matters. Even those who supported governance reform acknowledged that structural change is slow and vulnerable to shifts in political priorities. Participants expressed concern about losing momentum and the need to clearly articulate the urgency for change, calling for staged or incremental approaches to governance reform that maintain progress.

5. Representation, voice, and equity in decision-making. Participants emphasized that effective governance depends on equitable representation. Discussion focused on representation within regional transit governance, including the VRTC, stronger inclusion of Electoral Areas and First Nations, balancing elected decision-making with technical expertise, and creating meaningful opportunities for broader regional participation.

6. Funding as a governance mechanism. Participants consistently linked funding and governance, emphasizing the need for stable, predictable funding to support long-term regional transportation investment. Participants also identified funding as a tool to encourage alignment with regional priorities, land use planning, shared standards, and coordinated decision-making across the region.

Implications for the Regional Transportation Plan

Collectively, these findings reinforce the importance of governance as an enabling condition for the successful implementation of the RTP and the need to continue exploring governance approaches that strengthen regional transportation planning, coordination, funding, and decision-making. Rather than identifying a preferred governance model, participants consistently emphasized the conditions needed to strengthen regional transportation decision-making, including integrated planning, equitable representation, stable funding, and collaboration across governments and regional partners.

Taken together, these findings support continued exploration of a stepwise evolution of governance that strengthens regional coordination while balancing local decision-making and builds on existing regional responsibilities and partnerships over time.

What happens next

This summary represents one input into the broader RTP engagement process. Governance-related findings from the *Governance and Decision-Making* station will be synthesized alongside input from other workshop stations and engagement activities in the *What We Learned* report, expected in September 2026.

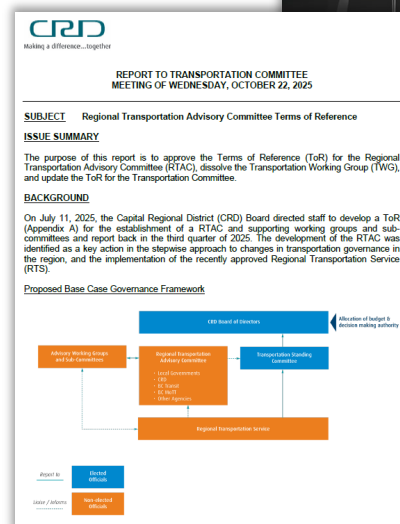
Transportation Governance Update

Transportation Committee

July 22, 2026

Stepwise Governance Work Plan

- Establish the Regional Transportation Advisory Committee (RTAC)
- Explore stepwise governance strategic considerations with BC Transit, MoTT and local government staff
- Outreach with TransLink / Mayor's Council to apply lessons learned in regional transportation governance changes
- Integrate governance considerations into the RTP process, including the RCI



TransLink Governance Review

March 2013

What direction could the RTP provide?

01

Set clear regional priorities

Clarify what matters most for transportation across the region, including the role of key corridors, transit routes, active transportation networks, and goods movement, and what outcomes the region is working toward.

02

Align and sequence investments

Provide guidance on how transportation investments could be coordinated and phased across municipalities, modes, and funding sources so projects work together rather than in isolation.

03

Better connect transportation + land use

Clarify how transportation planning and investment should support housing, growth, and land use decisions, and how those land use decisions should inform transportation priorities.

04

Establish shared regional approaches

Explore opportunities for more consistent regional guidelines, in collaboration with municipalities, on topics such as safety, transportation demand management, access to opportunity, curb management, island connectivity, and design standards.

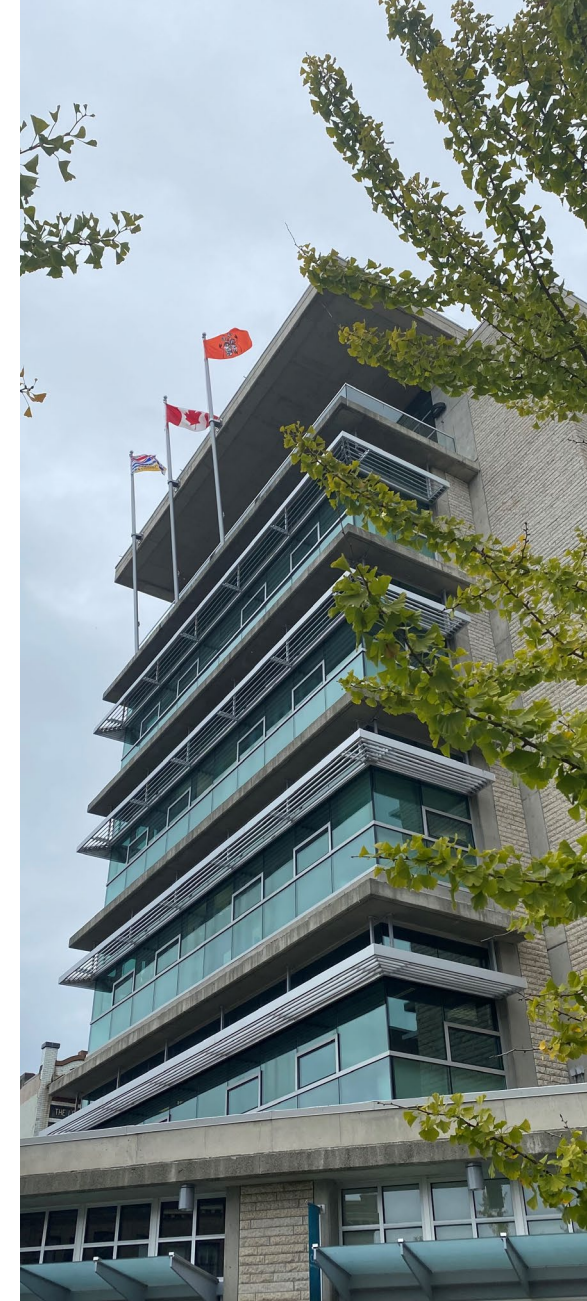
05

Clarify governance and decision-making

Define regional roles and responsibilities for transportation, and outline how decisions should be made and coordinated across jurisdictions over time.

Why a Governance Conversation is Timely

- The region is at a strategic decision point to address its multimodal transportation goals
- The RTP provides an opportunity to reflect on how governance can support achieving our mode share targets
- Through the RTP engagement process and recent regional workshop, governance has consistently emerged as a key theme

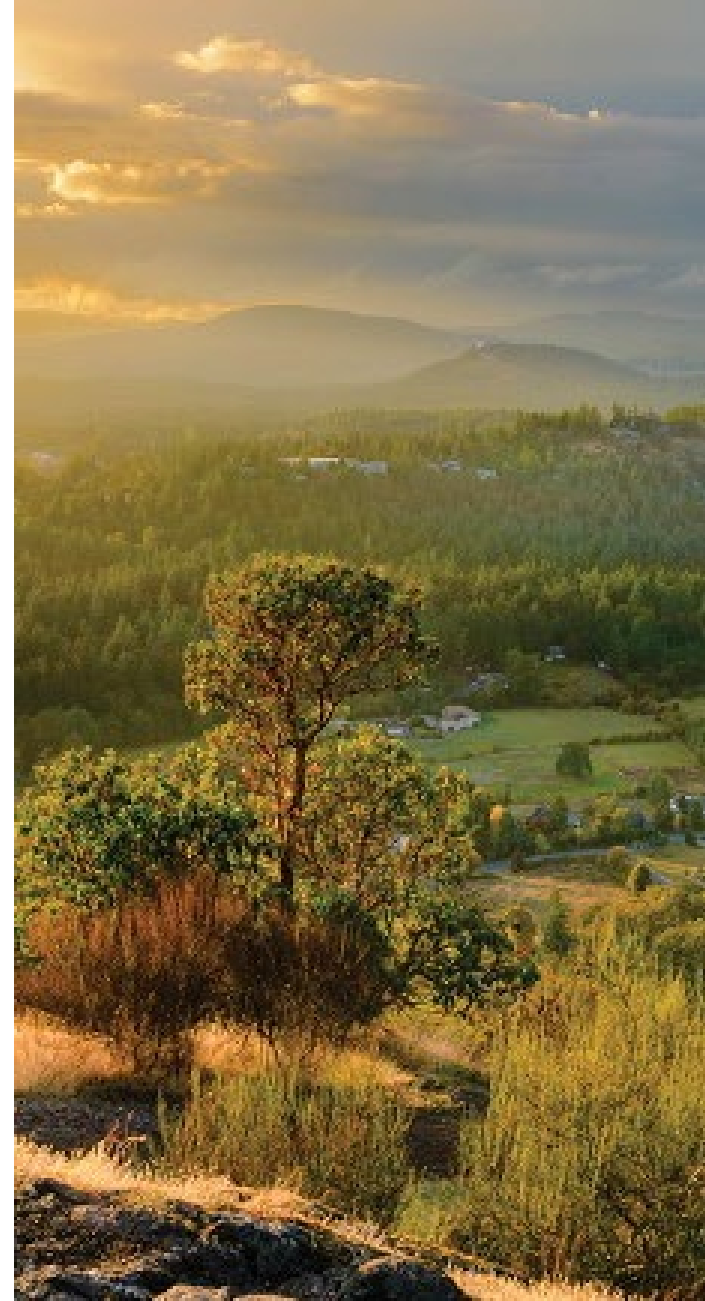


Snapshot of Current Governance

No single body has the mandate and representation to guide all the elements of the multimodal system. Today:

1. Responsibilities distributed across agencies
2. CRD leads regional transportation planning
3. VRTC governs transit within provincial framework
4. Multiple partners seek senior government funding

This model has supported many shared successes yet raises opportunities for improved decision making.



The Key Governance Considerations

- Leadership and integrated authority
- Full Representation
- Responsiveness and accountability
- Independent oversight
- Role clarity and regional partnership
- Funding tools and capital advocacy

Governance Challenges

1. No centralized governance or advocacy for regional transportation
2. Inconsistent standards across jurisdictions
3. Fragmented investments

Transportation Governance

June 25, 2025

CRD

Stepwise Approach

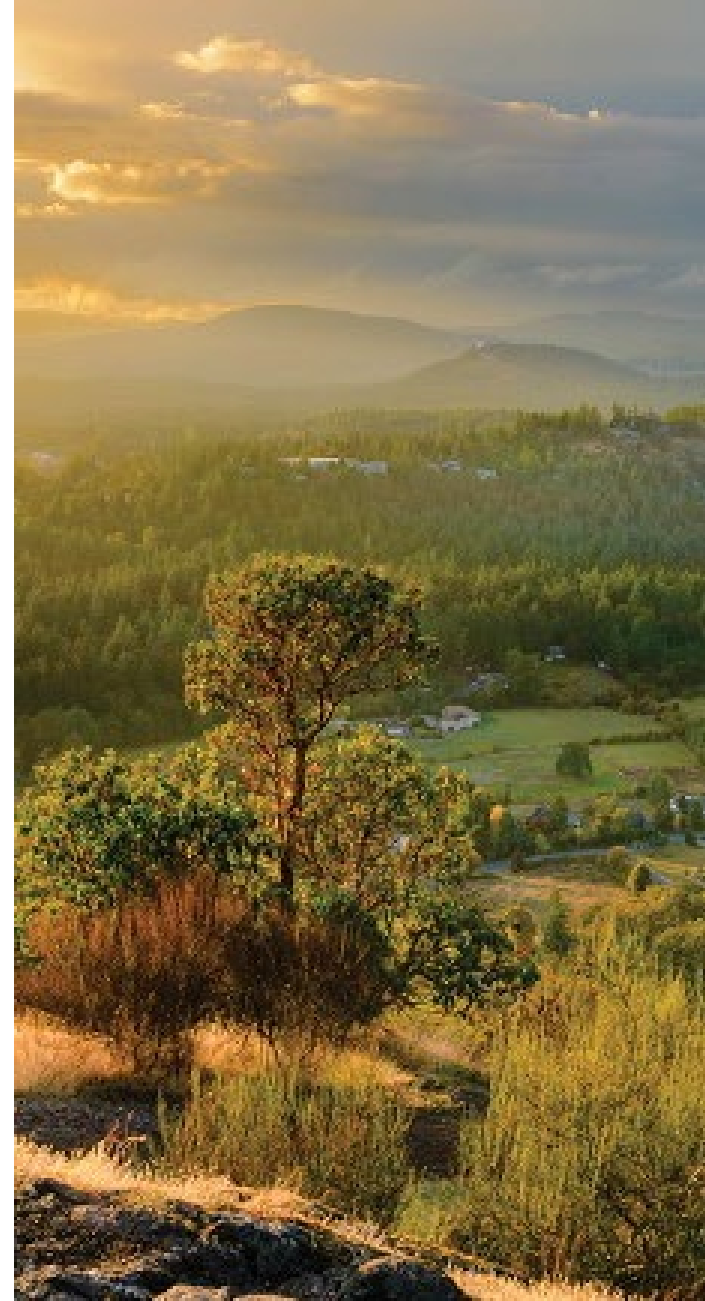
1. Consolidate CRD's current transportation functions into the Regional Planning & Transportation Division
2. Commence development a new RTP
3. Develop and report back on a Terms of Reference for RTAC
4. As the RTP process evolves, assess the value of transitioning governance to a commission model
5. Future consideration of Victoria Regional Transit Commission (VRTC) role within the CRD governance framework

CRD

Future Governance Outcomes

A strengthened governance model could provide elected officials with improved and effective decision-making to:

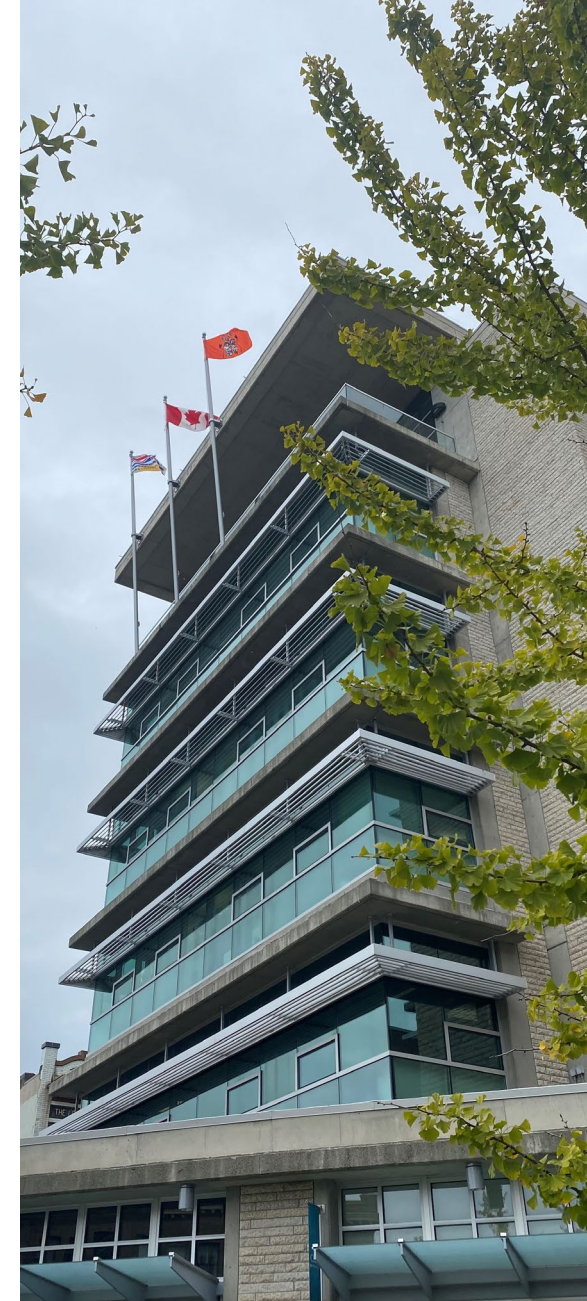
- Deliver on the updated VRTP and RTP
- Better align growth and transportation investments
- A unified regional position for multimodal priorities and strengthened access to new and expanded funding tools
- More predictable, transparent, responsive, and accountable decision making
- The institutional foundation the region needs for achieving long-term multimodal mobility outcomes



Stepwise Governance Recommendation

The Transportation Committee recommends to the Capital Regional District Board:

1. That staff continue advancing a stepwise approach to regional transportation governance, including ongoing engagement with local governments, regional partners, and other jurisdictions;
2. That the Board request the Province to work with the Capital Regional District (CRD) to advance the development of legislative changes to enable more integrated regional transportation decision-making, including the integration of the Victoria Regional Transit Commission responsibilities into a fully representative CRD governance model that:
 - a) Aligns the planning, investment, and delivery of regional multi-modal transportation priorities;
 - b) Enhances responsiveness and accountability to local governments;
 - c) Integrates transit with regional transportation priorities; and
 - d) Enables exploration of broader funding tools and delivery models aligned with implementation of the Regional Transportation Plan.
3. That staff report back in 2027 with recommended governance pathways, including legislative considerations and proposed phasing and mitigation strategies in consultation with regional partners to support implementation.



**CAPITAL REGIONAL DISTRICT
BYLAW NO. 4706**

A BYLAW TO AMEND BYLAW NO. 2040, THE "JUAN DE FUCA LAND USE BYLAW, 1992"

The Capital Regional District Board, in open meeting assembled, enacts as follows:

1. Bylaw No. 2040 being the "Juan de Fuca Land Use Bylaw, 1992" is hereby amended as follows:

A. SCHEDULE A, PART 1, SECTION 3.07

- (a) By replacing the words "C-2 Village Commercial" with "C-2 Commercial Rural Market".

B. SCHEDULE A, PART 2 - ZONING DISTRICTS

- (a) By deleting the section 18.0 Village Commercial Zone – C-2 and replacing it with the new 18.0 Commercial Rural Market Zone – C-2 as follows:

18.0 COMMERCIAL RURAL MARKET – C-2

18.01 Permitted Uses

In addition to the uses permitted by Section 4.15 of Part 1 of this Bylaw, the following uses and no others shall be permitted in the C-2 Zone:

- (a) Civic Uses;
- (b) Country market;
- (c) Convenience store;
- (d) Food and beverage processing;
- (e) Greenhouses and plant nurseries;
- (f) Horticulture;
- (g) Restaurant;
- (h) Retail Store, excluding gas bars, gas stations, bulk fuel sales, auto repair, carwash, or any use for which a permit is required under the *Environmental Management Act* or *Regulation*.

18.02 Permitted Accessory Uses

In addition to the uses permitted by Section 18.01 of Part 2 of this Bylaw, the following accessory uses in conjunction with a permitted Principal Use and no others shall be permitted in the C-2 Zone:

- (a) Buildings or structures;
- (b) Office;
- (c) Residential;
- (d) Storage Yard, Screened.

18.03 Subdivision Provisions

- (a) The minimum lot size for subdivision purposes is 0.4 ha.
- (b) The minimum frontage required for subdivision purposes is 16.0 m.

18.04 Density Provisions

One dwelling unit per parcel in conjunction with a principal use.

18.05 Maximum size of Principal Buildings

In accordance with Section 18.09 (a) and (b) of Part 2 of this Bylaw the maximum total combined interior floor area of Principal Use buildings and structures is 1,000 m²; except for the interior floor area dedicated to Greenhouses, plant nurseries, and horticulture Principal Uses.

18.06 Height

All principal buildings and structures must not exceed a height of 6.0 m.

18.07 Lot Coverage

The maximum lot coverage must not exceed 30%.

18.08 Setback Requirements

All principal and accessory buildings and structures must meet the following yard requirements:

(a) Principal buildings and structures are required to be:

- (i) A minimum of 7.5 m from the lot line of a street or public highway;
- (ii) A minimum of 3.0 m from any other lot line; and
- (iii) Notwithstanding Part 2 Section 18.07 (a) (ii) above; a minimum of 9.0 m is required from the lot lines of parcels in Residential, Rural Residential, or Multiple Family Residential zones.

(b) Accessory buildings and structures are required to be:

- (i) A minimum of 7.5 m from the lot line of a street or public highway; and
- (ii) A minimum of 3.0 m from a lot line of a parcel.

(c) All parking spaces are required to be:

- (i) A minimum of 3.0 m from a lot line.

18.09 Definitions

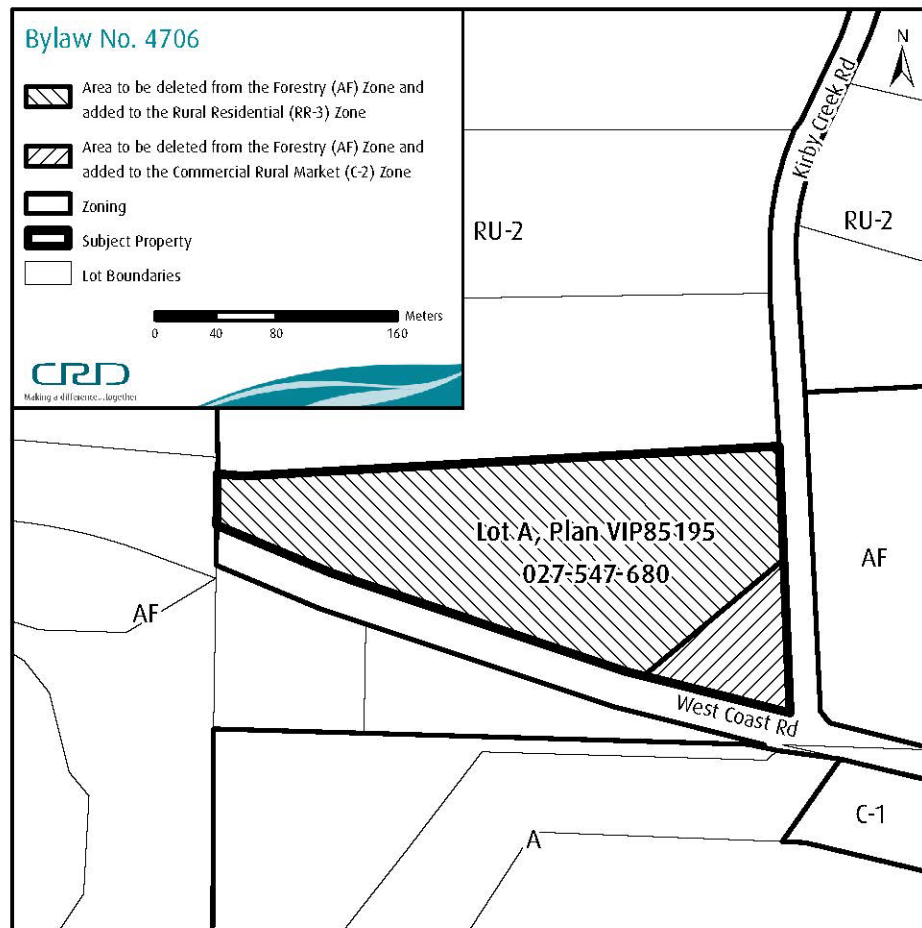
(a) For the purpose of the Commercial Rural Market Zone – C-2, the following definitions apply:

INTERIOR FLOOR AREA means the interior area of a building or structure, measured from the inside surface of the exterior walls and includes the floor area occupied by any interior walls. For structures that are unenclosed and or partially enclosed and or missing one or more exterior walls, the interior floor area is measured from a perimeter established by connecting the center points of outermost supporting columns and includes the area occupied by any walls and or structures within that perimeter.

TOTAL COMBINED MAXIMUM INTERIOR FLOOR AREA means the sum total of all interior floor areas specified in Section 18.09 (a) of Part 2 of this Bylaw.

B. SCHEDULE B, Map No. 3 – SHIRLEY JORDAN RIVER ZONING

- (a) By deleting Lot A, District Lot 87, Renfrew District, Plan VIP85195 from the Forestry Zone – AF and those portions to the Commercial Rural Market Zone – C-2 and the Rural Residential 3 zone – RR-3 respectively, as shown on Plan No. 1.

Plan No. 1 of Bylaw No. 4706, an amendment to Bylaw No. 2040

2. This Bylaw may be cited as ""Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 168, 2025".

READ A FIRST TIME THIS	11 th	day of	March,	2026
READ A SECOND TIME THIS	11 th	day of	March,	2026
READ A THIRD TIME THIS	13 th	day of	May,	2026
ADOPTED THIS		day of	,	2026.

 CHAIR

 CORPORATE OFFICER

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 4752**

**A BYLAW TO AUTHORIZE THE BORROWING OF THREE HUNDRED AND TWENTY
THOUSAND DOLLARS (\$320,000) FOR THE INFRASTRUCTURE UPGRADES IN THE
BEDDIS WATER SERVICE AREA**

WHEREAS:

- A. Under Bylaw No. 3188, "Beddis Water Service Establishment Bylaw No. 1, 2004", the Capital Regional District established a local service for the operation of a service for the supply, treatment, conveyance, storage and distribution of water;
- B. The Beddis Water Service system requires essential capital renewal and infrastructure upgrades involving planning, studies, project administration, communications, capital construction, and staff time required for design and construction of the infrastructure valued at approximately \$220,000, as well as electrical panel upgrades valued at approximately \$100,000;
- C. The estimated cost of the works and equipment, including expenses incidental thereto to be funded from debt servicing, is the sum of Three Hundred and Twenty Thousand dollars (\$320,000.00), which is the amount of debt intended to be authorized by this bylaw;
- D. Pursuant to Section 347 and 407 of the *Local Government Act*, participating area approval is required for this borrowing and shall be obtained by a petition of the property owners in the Beddis Water Service area under section 408 of the *Local Government Act*;
- E. The approval of the Inspector of Municipalities is required under Section 403 of the *Local Government Act*; and
- F. Financing is proposed to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between that Authority and the Capital Regional District.

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

- 1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the capital renewal and upgrade of the Beddis Water Service (the "Project") which will involve the planning, studies, project administration, communications, capital construction, and staff time required for design and construction of the infrastructure valued at approximately \$220,000, as well as electrical panel upgrades valued at approximately \$100,000, and to do all things necessary in connection with the Project and without limiting the generality of the foregoing:
 - (a) to borrow upon the credit of the Regional District a sum not exceeding Three Hundred and Twenty Thousand dollars (\$320,000.00);
 - (b) to acquire all such real property, easements, rights-of-way, leases, licenses, rights or authorities as may be requisite or desirable for or in connection with the Project.

- 2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is 10 years.
- 3. This Bylaw may be cited as the “Beddis Water Service Loan Authorization Bylaw No. 1, 2026”.

READ A FIRST TIME THIS	10 th	day of	June,	2026
READ A SECOND TIME THIS	10 th	day of	June,	2026
READ A THIRD TIME THIS	10 th	day of	June,	2026
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	18 th	day of	August,	2026
ADOPTED THIS		day of		202_

CHAIR

CORPORATE OFFICER

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 4757**

**A BYLAW TO AMEND SHIRLEY FIRE PROTECTION AND EMERGENCY RESPONSE
SERVICE AREA ESTABLISHMENT BYLAW NO. 1, 1991 (BYLAW NO. 1927)**

WHEREAS:

- A. Under Bylaw No. 1927, "Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991", the Regional Board established a service to provide fire protection service to residents of the Local Service Area (the "Service");
- B. An amendment is necessary to support the operational needs of the Shirley Volunteer Fire Department; and
- C. The Board wishes to amend Bylaw No. 1927 to expand the Local Fire Service Area to include a section of Highway 14, locally known as 'Blueberry Flats';

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

- 1. Bylaw No. 1927, "Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991" is hereby amended by replacing Schedule "A" in its entirety with the attached amended Schedule "A".
- 2. This Bylaw may be cited for all purposes as "Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 4, 2026".

READ A FIRST TIME THIS	13 th	day of	May,	2026
READ A SECOND TIME THIS	13 th	day of	May,	2026
READ A THIRD TIME THIS	13 th	day of	May,	2026
APPROVED BY THE ELECTORAL AREA DIRECTOR THIS	13 th	day of	May,	2026
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	17 th	day of	July,	2026
ADOPTED THIS	th	day of		20__

CHAIR

CORPORATE OFFICER

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 4658**

**A BYLAW TO IMPOSE DEVELOPMENT COST CHARGES FOR THE REGIONAL WATER
SUPPLY SERVICE**

WHEREAS:

- A. Pursuant to section 559 of the *Local Government Act*, the Capital Regional District (“the District” or “CRD”) may impose development cost charges for the purpose of providing funds to assist the District to pay the capital costs of providing, constructing, altering, or expanding Water Facilities;
- B. The Development Cost Charges established by this bylaw will be used for the purpose of providing funds to assist the District to pay the costs of providing, constructing, altering or expanding the District water system that services the Regional Water Supply Service Area;
- C. In setting the Development Cost Charges under this bylaw, the Board has considered the future land use patterns and development, and the phasing of works and services within the Service Area;
- D. The Board is of the opinion that the Development Cost Charges imposed by this Bylaw:
 - (a) are not excessive in relation to the capital costs of prevailing standards of service;
 - (b) will not deter Development;
 - (c) will not discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land; and
 - (d) will not discourage Development designed to result in a low environmental impact.
- E. In the opinion of the Board, the charges imposed by this Bylaw are related to capital costs attributable to works included in the CRD’s financial plan, long-term capital plans, and Regional Water Supply Master Plan; and
- F. The Development Cost Charges imposed under this Bylaw will be collected by the Member Municipalities on behalf of the District, where applicable;

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

1. DEFINITIONS

(1) For the purposes of this Bylaw, the words or phrases that are not included in this section shall have the meaning assigned to them in *the Local Government Act*.

(2) In this Bylaw:

“Applicant” means a person liable to pay Development Cost Charges under this Bylaw.

“Attached Secondary Suite” has the same meaning as under the British Columbia *Building Code* and does not include a strata Lot.

“Board” means the elected board of the Capital Regional District.

“Building Permit” means any permit authorizing the construction, alteration or extension of a building or Structure in a Member Municipality or the Electoral Area within the Service Area.

“Commercial” means land zoned for commercial uses under a Zoning Bylaw enacted by a Member Municipality or the District.

“Commission” means the Regional Water Supply Commission.

“Comprehensive Development” includes any development that is comprised of any two or more Residential Uses, Non-Residential Uses or both.

“Detached Secondary Suite” means a building attached to a foundation, used or designed as a self-contained Dwelling Unit located on a lot with a primary single-family dwelling and does not include a strata Lot.

“Development” means a Subdivision or the construction, alteration, or extension of a building or structure for which a Building Permit may be obtained.

“Development Cost Charges” means the applicable rates prescribed in Schedule A – Development Cost Charge Rates.

“District” means the Capital Regional District.

“Dwelling Unit” or **“Unit”** means a room, a suite of rooms or a building or Structure that is used or intended to be used as a self-contained private residence for one household that may contain eating, living, sleeping and sanitary facilities.

“Electoral Area” includes any Electoral Area of the District, which is under the jurisdiction of the Commission and is located within the Service Area.

“Gross Floor Area” means the total area of all floors in a building measured to the outside surface of the exterior walls, but excluding areas provided for parking or motor vehicles and storage of bicycles OR as defined under a Zoning Bylaw enacted by a Member Municipality or the District.

“High Density Residential” means a building containing three or more Dwelling Units, one or more of which are wholly or partly above another Dwelling Unit.

“Institutional” means land zoned for an institutional use under a Zoning Bylaw enacted by a Member Municipality or the District, and any Development providing for the assembly of persons for religious, charitable, philanthropic, cultural, civic, educational, or recreational purposes; including but not limited to auditoriums, youth centres, social halls, group camps, schools, and churches.

“Industrial” means land zoned for Industrial uses under a Zoning Bylaw enacted by a Member Municipality or the District.

“General Manager” means the person appointed by the Board to perform the duties and responsibilities of the General Manager, Infrastructure and Water Services and their designate.

“Lot” means any Parcel, block or other area in which land is held or into which it is legally subdivided, and for certainty, includes a bare land strata lot under the *Strata Property Act*.

“Low Density Residential” means a building containing one Dwelling Unit, or a building containing one Dwelling Unit and an Attached Secondary Suite, or a Two-Unit Dwelling.

“Medium Density Residential” means a Detached Secondary Suite, or a building that is used or designed to contain three or more Dwelling Units, each having direct access to the outside at grade level, and for certainty does not include a building containing a Dwelling Unit wholly or partly above another Dwelling Unit.

“Member Municipality” means the District of Central Saanich, City of Colwood, Township of Esquimalt, District of Highlands, City of Langford, District of Metchosin, District of North Saanich, District of Oak Bay, District of Saanich, Town of Sidney, District of Sooke, City of Victoria, the Town of View Royal, and any subsequently incorporated local government within the Service Area.

“Non-Residential Use” means the use of any building, Structure or any portion thereof that is not a Residential Use, including but not limited to Commercial, Industrial, and Institutional.

“Parcel” means any Lot, block, or other area in which land is held or into which it is subdivided but does not include a highway.

“Residential Use” means Low Density Residential, Medium Density Residential and High Density Residential uses.

“Service Area” means the area serviced by the District’s Regional Water Supply System, as amended, which is in a Member Municipality or the Electoral Area of the District, as defined by CRD Bylaw No. 2537, “Water Supply Local Service Area Establishment Bylaw”, as amended or replaced from time to time.

“Structure” means any construction fixed to, supported by or sunk into land or water, excluding asphalt or concrete paving or similar surfacing of a Parcel.

“Subdivision” means a subdivision as defined in the *Land Title Act* or *Strata Property Act*.

“Two Unit Dwelling” means a building consisting of two self-contained dwelling units which share a common wall or an area that forms the floor of one unit and the ceiling of the other and are not linked by a trellis, deck, breezeway or similar connection (e.g., a duplex).

“Water Facility” means any works, service or plant for storing, conveying, disposing or treating water.

2. DEVELOPMENT COST CHARGES

- (1) The Development Cost Charges set out in Schedule A – Development Cost Charge Rates, attached hereto and forming part of this Bylaw, are hereby imposed on every Applicant within the Service Area who obtains:
 - (a) approval of a Subdivision of land under the *Land Title Act* or the *Strata Property Act*, that creates two or more Parcels on which the construction of a Low Density Residential dwelling is permitted;
 - (b) approval of a Building Permit authorizing the construction of a Low Density Residential Dwelling Unit on an existing Parcel; or
 - (c) approval of a Building Permit authorizing the construction, alteration or extension of a Medium Density Residential, High Density Residential; or Non-Residential building or Structure.
- (2) For certainty, the intent of this Bylaw is to impose charges in respect of Building Permits authorizing the construction, alteration or extension of buildings that will, after the construction, alteration or extension, contain fewer than four self-contained Dwelling Units and be put to no other use than Residential Use in those Dwelling Units.
- (3) An Applicant shall pay the Development Cost Charges to the Member Municipality or the District, according to the location of the Parcel in respect of which the Development Cost Charges are payable upon approval of a Subdivision or issuance of a Building Permit, as the case may be.

3. EXEMPTIONS

- (1) Despite any other provision of this Bylaw, a Development Cost Charge is not payable if any of the following applies in relation to a Development authorized by a Building Permit:
 - (a) the permit authorizes the construction, alteration or extension of a building or part of a building that is, or will be, after the construction, alteration or extension, exempt from taxation under section 220(1)(h) or 224(2)(f) of the *Community Charter*;
 - (b) the permit authorizes the construction, alteration, or extension of self-contained Dwelling Units in a building, the area of each self-contained

Dwelling Unit is no larger than 29 square meters (m²), and each Dwelling Unit will be put to no other use than Residential Use;

- (c) the value of the work authorized by the Building Permit does not exceed \$50,000;
- (d) a Development Cost Charge has previously been paid for the Development unless, as a result of further Development, new capital cost burdens will be imposed on the Member Municipality;
- (e) a Development does not impose new capital cost burdens on the District; or,
- (f) the *Local Government Act* or another enactment of the Province or the District or any regulations thereunder provide that no Development Cost Charge is payable.

4. CALCULATION OF APPLICABLE CHARGES

- (1) Development Cost Charges imposed under this Bylaw shall be calculated in accordance with the rates prescribed in Schedule A – Development Cost Charge Rates.
- (2) Where a type of Development is not specifically identified in Schedule A – Development Cost Charge Rates, the amount of Development Cost Charges applicable under Schedule A – Development Cost Charge Rates shall be equal to the Development Cost Charges payable for the type of Development that imposes the most similar cost burden on the District's Water Supply Facilities.
- (3) The amount of Development Cost Charges payable in relation to Comprehensive Development shall be calculated separately for each portion of the Development, in accordance with Schedule A – Development Cost Charge Rates, which are included in the Building Permit application and shall be the sum of the charges payable for each type.
- (4) For certainty, a Two-Unit Dwelling will be charged two Low Density Residential Development Cost Charges.

5. COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES

- (1) Each Member Municipality shall collect the Development Cost Charge payable under this Bylaw at the time prescribed in section 2(3).
- (2) A Member Municipality shall not approve a Subdivision or issue a Building Permit for any Development unless the Development Cost Charges imposed under this Bylaw have been paid in accordance with section 2.
- (3) Each Member Municipality shall establish and maintain a separate account for the Development Cost Charge monies collected under this Bylaw and deposit and hold these monies in that separate account, in trust for the District, until the Development Cost Charge monies are remitted to the District.

- (4) Within thirty (30) days of the first business day of each month, each Member Municipality shall remit to the District the total amount of the Development Cost Charges collected by the Member Municipality during the previous month.
- (5) Each Member Municipality shall provide to the District with the remittance of the Development Cost Charge monies a statement of account in a form approved by the General Manager which sets out the following information:
 - (a) the date and amount of Development Cost Charges collected and the amount still outstanding under instalment payments (as permitted on Development Cost Charges owed greater than \$50,000) and the dates for payment;
 - (b) the number and type of Residential Use(s);
 - (c) the amount and type of Non-Residential Use(s);
 - (d) the location of Parcel(s) and Dwelling Unit(s) against which Development Cost Charges were levied;
 - (e) the location of Parcel(s) and Dwelling Unit(s) against which Development Cost Charges were not levied and the reason for the exemption; and
 - (f) any other information that the General Manager deems necessary.
- (6) Each Member Municipality shall retain, for a period of eleven years, sufficient records to support the statements and payments referred to in this part.
- (7) The District may, at any time subject to first giving reasonable notice to any Member Municipality, inspect any and all records of the Member Municipality relating to the information required by this Bylaw, the calculation, the collection and remittance by the Member Municipality of the Development Cost Charges levied under this Bylaw, and the calculations and remittance by the Member Municipality of any payments required under this Bylaw.
- (8) Each Member Municipality shall permit any employee or agent of the District to inspect the records referred in this part and to make and take away copies of those records.
- (9) If a Member Municipality chooses not to collect any portion of Development Cost Charges payable under this Bylaw or to remit to the District any Development Cost Charges collected in the manner prescribed by this Bylaw, the Member Municipality shall pay to the District on demand an amount equal to the Development Cost Charges that the Member Municipality should have collected or remitted under this Bylaw.

6. AUTHORIZATION

- (1) The General Manager may prescribe any form, statement, notice, practice, procedure or other administrative requisites required under this Bylaw, after prior consultation with the staff of Member Municipalities.

7. SEVERABILITY

- (1) If any portion of this Bylaw is held to be invalid by a court of competent jurisdiction, the invalid portion shall be severed, and the remainder of the Bylaw shall be deemed to have been enacted without the invalid portion.

8. APPLICATION AND ADMINISTRATION

- (1) Schedule A – Development Cost Charge Rates attached to this Bylaw forms an integral part of this Bylaw and is enforceable in the same manner as this Bylaw.
- (2) This Bylaw applies to all applications for Subdivision and for issuance of a Building Permit for parcels located within the Regional Water Supply Service Area.

9. EFFECTIVE DATE

- (1) This Bylaw shall come into force and effect on April 2, 2027.

10. CITATION

- (1) This Bylaw may be cited as “Regional Water Supply Service Development Cost Charge Bylaw No. 1, 2026”

READ A FIRST TIME THIS	11 th	day of	February,	2026
READ A SECOND TIME THIS	11 th	day of	February,	2026
READ A THIRD TIME THIS	11 th	day of	February,	2026
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	15 th	day of	July,	2026
ADOPTED THIS		day of		20__

CHAIR

CORPORATE OFFICER

SCHEDULE A
DEVELOPMENT COST CHARGE RATES

Land Use Category	Unit of Charge	Development Cost Charge Rates
Low Density Residential <i>(Single Family, Two-Unit Dwelling)</i>	per lot (or unit, in the case of a Two-Unit Dwelling)	\$9,044
Medium Density Residential <i>(Triplex, Fourplex, Townhouse, Manufactured House)</i>	per unit	\$7,914
High Density Residential <i>(Apartment)</i>	per unit	\$5,087
Commercial	per m ² * GFA**	\$33.92
Industrial	per m ² GFA	\$16.96
Institutional	per m ² GFA	\$73.48

*m² = square metre

**GFA = Gross Floor Area



CRD Board Chair and Board

June 1, 2026

Via email

Dear Chair and fellow Members of the CRD Board,

Re: Request for CRD to Establish a Regional Agricultural Advisory Committee (AAC)

On behalf of Council for the District of Central Saanich, I am writing to formally request:

- 1) That the Capital Regional District (CRD) consider establishing an Agricultural Advisory Committee (AAC) as a regional agricultural advisory committee under the Planning and Protective Services Standing Committee.
- 2) Council further requests that this correspondence be placed on a forthcoming CRD Board agenda for consideration.

For many years, the Peninsula and Area Agricultural Advisory Commission (PAAC) has provided valuable advice and support to participating municipalities on the Saanich Peninsula, and the District of Metchosin, on matters related to agriculture, farmland protection, and rural land use. The committee has enabled coordinated and informed discussion on issues that are often inherently regional in nature.

In practice, PAAC already operates in a strongly regional context. CRD staff are regularly in attendance and contribute to committee discussions. Key topics routinely addressed by the committee—such as food security and Canada goose management—align directly with existing CRD services and priorities. In addition, AAC meetings are supported by staff at the Ministry of Agriculture, further strengthening the technical expertise and provincial alignment brought to discussions. Together, this reflects an established, collaborative model that is well-positioned to transition to a formal *regional* structure.

The CRD recognizes the value of strengthening regional coordination on agricultural issues, including governance and advisory models. A key example of this is the Agricultural water rate, supported by the entire region. In addition, more recently, the establishment of the CRD's Foodlands Service. These two examples reflects a growing regional focus on food security, agricultural viability, and coordinated action. In this context, Council believes there is a clear and logical alignment between the role of PAAC and the CRD's evolving regional responsibilities.

Transitioning PAAC to a CRD-supported AAC committee would:

- Provide a stable, long-term governance and administrative framework,
- Better reflect the regional scope of agricultural issues for all capital regional residents,
- Support consistent, coordinated advice to all participating jurisdictions, who benefit either from the preservation of agricultural land or are themselves the areas of agricultural production,
- Complement and strengthen the objectives of the newly established CRD Foodlands Service, and
- Enhance collaboration among municipalities, regional partners, and the agricultural community

Central Saanich Council has directed that staff continue to provide administrative support to PAAC through to June 2026. This interim arrangement is intended to allow support for PAAC until the annual summer break, for

CRD Board to consider this request and determine an appropriate path forward. The participation and continued support of PAAC by the 4 of the 13 member municipalities of the CRD speaks to the value of a formal regional governance framework to support an agricultural committee's mandate.

This letter is being shared with the other participating municipalities, and Council encourages those partners to similarly write to the CRD Board in support of transitioning the current PAAC to a regional Agricultural Advisory Committee model.

District staff would be pleased to work with CRD staff to provide additional background, including previous PAAC materials, or to support further discussion as needed.

Thank you for your consideration of this request and for your continued leadership on regional matters affecting our communities.

Sincerely,

A handwritten signature in black ink, appearing to be 'Windsor', written over a horizontal line.

Mayor Windsor, District of Central Saanich

cc: Mayor & Councils of North Saanich, Saanich and Metchosis