Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Capital Regional District Board

Wednesday, October 7, 2026 | **12:10 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC**

Special Meeting

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. 26-1036 Minutes of the Capital Regional District Board Meeting of September 9, 2026

Recommendation: That the minutes of the Capital Regional District Board meeting of September 9, 2026 be adopted as circulated.

Attachments: Minutes - September 9, 2026

4. REPORT OF THE CHAIR

Acknowledgement of Departing Directors

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

5.1.1. 26-1100 Presentation: Al Marston (General Manager) Capital Region Emergency Service Telecommunications (CREST); Re: Member Agency Report

Attachments: Presentation: CREST Member Agency Report

5.2. Delegations

5.2.1. 26-1112 Delegation: Nathalie Chambers; Councillor: District of Saanich: Re: Agenda Item 7.11. Youth Counsellor Funding - Existing Service, Grant-In-Aid, or New Service

5.2.2. 26-1113 Delegation - Marcie McLean; Councillor: District of Highlands: Re: Agenda Item 7.11. Youth Counsellor Funding - Existing Service, Grant-In-Aid, or New Service

5.2.3. 26-1114 Delegation - Jeff Bateman; Councillor: District of Sooke: Re: Agenda Item 7.11. Youth Counsellor Funding - Existing Service, Grant-In-Aid, or New Service

6. CONSENT AGENDA

6.1. 26-1002 Remuneration for Arts Commissioners

Recommendation: The Arts Commission recommends to the Capital Regional District Board:
1. That effective January 1, 2027, all Commissioners of the Arts Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $16,960 for per meeting payments to Commissioners.
(WP - Esquimalt, Highlands, Metchosin, Oak Bay, Saanich, Sooke, Victoria, View Royal, SGI EA)

Attachments: Staff Report: Arts Commission Remuneration

Appendix A: Staff Report to Board June 10/26

6.2. 26-0987 Remuneration for Juan de Fuca Water Distribution Commissioners

Recommendation: The Juan de Fuca Water Distribution Commission recommends to the Capital Regional District Board:
1. That effective January 1, 2027, all Commissioners of the Juan de Fuca Water Distribution Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $6,784 for per meeting payments to Commissioners.
(WP - Colwood, Highlands, Langford, Metchosin, Sooke, View Royal, JDF EA)

Attachments: Staff Report: Remuneration for Juan de Fuca Water Distribution Commissioners

Appendix A: Staff Report to Board (June 10, 2026)

6.3. 26-1032 Remuneration for Peninsula Recreation Commissioners

Recommendation: [At the September 24, 2026 Peninsula Recreation Commission meeting, the Commission discussed and carried Alternative 2 in the staff report as follows:]
The Peninsula Recreation Commission recommends to the Capital Regional District Board:
That the Peninsula Recreation Commission recommend that Commissioners not receive per meeting remuneration under the CRD Board Remuneration and Travel Expense Reimbursement Policy.
(WP - Central Saanich, North Saanich, Sidney)

Attachments: Staff Report: Remuneration for Peninsula Recreation Commissioners

Appendix A: Staff Report to Board (June 10, 2026)

6.4. 26-0934 Remuneration for Saanich Peninsula Water Commissioners

Recommendation: The Saanich Peninsula Water Commission recommends to the Capital Regional District Board:
1.That effective January 1, 2027, all Commissioners of the Saanich Peninsula Water Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2.That the 2027-2031 Financial Plan be updated to include an annual cost of $13,992 for per meeting payments to Commissioners.
(WP - Central Saanich, North Saanich, Sidney)

Attachments: Staff Report: Remuneration for Saanich Peninsula Water Commissioners

Appendix A: Staff Report to Board (June 10, 2026)

6.5. 26-0935 Remuneration for Saanich Peninsula Wastewater Commissioners

Recommendation: The Saanich Peninsula Wastewater Commission recommends to the Capital Regional District Board:
1.That effective January 1, 2027, all Commissioners of the Saanich Peninsula Wastewater Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2.That the 2027-2031 Financial Plan be updated to include an annual cost of $12,720 for per meeting payments to Commissioners.
(WP - Central Saanich, North Saanich, Sidney)

Attachments: Staff Report: Remuneration for Saanich Peninsula Wastewater Commissioners

Appendix A: Staff Report to Board (June 10, 2026)

6.6. 26-1024 Biosolids Beneficial Use Management - September Update

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

Attachments: Staff Report: Biosolids Beneficial Use Management - September Update

6.7. 26-1030 Minutes of Previous Committee Meetings

Recommendation: 1. That the minutes of the Appointments Advisory Committee meeting of December 10, 2025 be adopted as circulated;
2. That the minutes of the Core Area Liquid Waste Management Committee meeting of July 22, 2026 be adopted as circulated;
3. That the minutes of the Emergency Management Committee meeting of April 30, 2025 be adopted as circulated;
4. That the minutes of the Environmental Services Committee meeting of July 15, 2026 be adopted as circulated;
5. That the minutes of the Finance Committee meeting of May 6, 2026 be adopted as circulated;
6. That the minutes of the Governance and First Nations Relations Committee meeting of June 3, 2026 be adopted as circulated;
7. That the minutes of the Hospitals and Housing Committee meeting of June 3, 2026 be adopted as circulated;
8. That the minutes of the Performing Arts Facilities Select Committee meeting of October 1, 2025 be adopted as circulated;
9. That the minutes of the Planning and Protective Services Committee meeting of June 24, 2026 be adopted as circulated;
10. That the minutes of the Regional Parks Committee meeting of July 22, 2026 be adopted as circulated; and
11. That the minutes of the Transportation Committee meeting of July 22, 2026 be adopted as circulated.
(NWA)

Attachments:
Minutes: AAC - December 10, 2025
Minutes: CALWMC - July 22, 2026
Minutes: EMC - April 30, 2025
Minutes: ESC - July 15, 2026
Minutes: FC - May 6, 2026
Minutes: GFNRC - June 3, 2026
Minutes: HHC - June 3, 2026
Minutes: PAFSC - October 1, 2025
Minutes: PPSC - June 24, 2026
Minutes: RPC - July 22, 2026
Minutes: TC - July 22, 2026

7. ADMINISTRATION REPORTS

7.1. 26-0827 Transition Initiatives for the Performing Arts Facilities Service

Recommendation: [At the September 9, 2026 meeting of the Capital Regional District Board, this item was postponed to the next meeting:]
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

7.2. 26-1088 CAO Quarterly Progress Report No. 3, 2026

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

Attachments:
- Staff Report: CAO Quarterly Progress Report No. 3, 2026
- Appendix A: Photographs of Corporate Activities and Initiatives
- Appendix B: Board Priorities Dashboard Progress Q3, 2026
- Appendix C: Board Priorities Dashboard - Summary of Completed Actions
- Appendix D: Advocacy Dashboard Progress Q3 - 2026
- Appendix E: Electoral Area Advocacy Dashboard Q3, 2026
- Appendix F: Operating Variance Financial Report Q2, 2026
- Appendix G: Capital Variance Financial Report Q2, 2026
- Appendix H: People, Safety & Culture Trends Q2, 2026

7.3. 26-0986 CRD Evolves 2024-2025 Organizational Plan Final Update

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

Attachments: Staff Report: CRD Evolves Organizational Plan Final Update

7.4. 26-1091 Board Orientation and Strategic Planning Process 2027-2030

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

Attachments: Staff Report: Board Orientation and Strategic Planning Process

Appendix A: Schedule for 2026-2027 Board Orientation & Strategic Planning

7.5. 26-1025 Bylaw No. 4785 - Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013, Amendment Bylaw No. 8, 2026

Recommendation: 1. That Bylaw No. 4785, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013, Amendment Bylaw No. 8, 2026" be read a first, second and third time; and
(WP - All)
2. That Bylaw No. 4785 be adopted.
(WP - All, 2/3 on adoption)

Attachments: Staff Report: Bylaw Nos. 3881 & 4785 – Hartland Landfill Tipping Fees

Appendix A: Bylaw No. 4785 – Hartland Landfill Tipping Fee Amendment

Appendix B: Bylaw No. 3881 – Redlined Consolidation

7.6. 26-1079 Regional District Price Index Development Update

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

Attachments: Staff Report: Regional District Price Index

Appendix A: Infographic RDPI

Presentation: Regional Price Index

7.7. 26-1000 Bylaw No. 4807: Temporary Borrowing (Beddis Water Service) Bylaw No. 1, 2026

Recommendation: 1. That Bylaw No. 4807, "Temporary Borrowing (Beddis Water Service) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
(WA)
2. That Bylaw No. 4807 be adopted.
(WA, 2/3 on adoption)

Attachments: Staff Report: BL4807 Temp Borrowing Beddis Water Service

Appendix A: BL 4807

7.8. 26-0859 Bylaw No. 4808: Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 1, 2026

Recommendation: 1. That Bylaw No. 4808, "Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 1, 2026", be introduced and read a first, second and third time: and
(WA)
2. That Bylaw No. 4808 be adopted.
(WA, 2/3 on adoption)

Attachments: Staff Report: BL4808 Temp Borrowing CAWWTP

Appendix A: BL 4808

7.9. 26-0998 Bylaw No. 4809: Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 2, 2026

Recommendation: 1. That Bylaw No. 4809, "Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 2, 2026", be introduced and read a first, second and third time; and (WA)
2. That Bylaw No. 4809 be adopted.
(WA, 2/3 on adoption)

Attachments: Staff Report: BL4809 - Temp Borrowing CAWWTP

Appendix A: BL 4809

7.10. 26-0999 Bylaw No. 4810: Revenue Anticipation (General Purpose) Bylaw No. 1, 2026

Recommendation: 1. That Bylaw No. 4810, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
(WA)
2. That Bylaw No. 4810 be adopted.
(WA, 2/3 on adoption)

Attachments: Staff Report: BL 4810 Rev Anticipation

Appendix A: BL 4810

7.11. 26-0955 Youth Counsellor Funding - Existing Service, Grant-in-Aid, or New Service

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

Attachments: Staff Report: Youth Counsellor Funding

Appendix A: MYST Background

Appendix B:Request for Funding Letter (June 30, 2026)

Appendix C:MYST Policy Report (September 26, 2024)

7.12. 26-1098 Conclusion of the Participating Area Approval Process for Bylaw No. 4782, "Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2. 2026"

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

Attachments: Staff Report: Conclusion of Approval Process Bylaw No 4782

Appendix A: Staff Report (Jun 25, 2026)

Appendix B: Letter Town of Sidney (Sep 15, 2026)

A. MOTION TO CLOSE THE MEETING

A.1. 26-1106 Motion to Close the Meeting

Recommendation: That the meeting be closed for Legal Advice in accordance with Section 90(1)(i) of the Community Charter. [1 item]

7.13. 26-0931 Procurement Policy Updates

Recommendation: That the Capital Regional District Board approve the revised Procurement Policy as presented.
(NWA)

Attachments: Staff Report: Procurement Policy Updates
Appendix A: Procurement Policy - Current
Appendix B: Procurement Policy - Revised
Appendix C: Summary of Changes

8. REPORTS OF COMMITTEES

Electoral Areas Committee

8.1. 26-0904 Bylaw No. 4805: Tax Exemption (Permissive) Bylaw, 2026

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4805, "Tax Exemption (Permissive) Bylaw, 2026", be introduced and read a first, second and third time; and
(WA)
2. That Bylaw No. 4805 be adopted.
(WA, 2/3 on adoption)

Attachments: Staff Report: BL 4805 Permissive Tax Exempt 2026
Appendix A: BL 4805 with Schedule A
Appendix B: 2027 Tax Exempt Correspondence
Appendix C: Understanding Prop Classes Exempt
Appendix D: Permissive Tax Exempt Application Process

8.2. 26-0993 Bylaw No. 4667, Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4667, "Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026" be introduced and read a first, second, and third time;
(NWA)
2. That Bylaw No. 4667 be adopted;
(NWA, 2/3 on adoption)
3. That Bylaw No. 4777, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 6, 2026", be introduced and read a first, second, and third time;
(NWA)
4. That Bylaw No. 4777 be adopted.
(NWA, 2/3 on adoption)
5. That Bylaw No. 4778, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 92, 2026", be introduced and read a first, second, and third time;
(NWA)
6. That Bylaw No. 4778 be adopted.
(NWA, 2/3 on adoption)

Attachments: Staff Report: Bylaw No. 4667, Community Parks Regulations (SGI) Bylaw No. 1

Appendix A: Bylaw No. 4667

Appendix B: Bylaw No. 4777

Appendix C: Bylaw No. 4778

8.3. 26-1060 Bylaw No. 4681, “Animal Control and Responsibility Bylaw No. 1, 2026”, Bylaw No. 4814, “Livestock Injury and Compensation Bylaw No. 1, 2026”, and Related Regulatory Amendments

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4681, “Animal Control and Responsibility Bylaw No. 1, 2026” be introduced and read a first, second, and third time;
(NWA)
2. That Bylaw No. 4681 be adopted;
(NWA, 2/3 on adoption)
3. That Bylaw No. 4814, “Livestock Injury Compensation Bylaw No. 1, 2026” be introduced and read a first, second, and third time;
(NWA)
4. That Bylaw No. 4814 be adopted;
(NWA, 2/3 on adoption)
5. That Bylaw No. 4682, “Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 86, 2026” be introduced and read a first, second, and third time;
(NWA)
6. That Bylaw No. 4682 be adopted;
(NWA, 2/3 on adoption)
7. That Bylaw No. 4740, “Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 1, 2026”, be introduced and read a first, second, and third time;
(NWA)
8. That Bylaw No. 4740 be adopted.
(NWA, 2/3 on adoption)

Attachments: Staff Report: Bylaw Nos. 4681, 4814 & Related Regulatory Amendments

Appendix A: Bylaw No. 4681

Appendix B: Bylaw No. 4814

Appendix C: Bylaw No. 4682

Appendix D: Bylaw No. 4740

9. BYLAWS

10. NOTICE(S) OF MOTION

10.1. 26-1067 Motion with Notice: Funding Aboriginal Coalition to End Homelessness (Director Caradonna)

Recommendation: That staff return to the December 2026 meeting of the Capital Regional District Board with a staff report detailing the implications associated with a requested three-year funding extension to the Aboriginal Coalition to End Homelessness starting at $164,636 in 2027 and increased annually with an inflation indexation for 2028 and 2029.
(NWA)

11. NEW BUSINESS

Closing Remarks from Directors

12. MOTION TO CLOSE THE MEETING

12.1. 26-1093 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. [2 items]
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 Legal Advice in accordance with section 90(1)(i) of the Community Charter. [1 item]
6. That the meeting be closed for proposed service and contract negotiations in accordance with section 90(1)(k) of the Community Charter. [4 items]
7. That such disclosures could reasonably be expected to harm the interests of the Regional District. [4 items]

13. RISE AND REPORT

14. ADJOURNMENT

Votinq 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)

Making a difference...together

625 Fisgard St.,
Victoria, BC V8W 1R7

Capital Regional District

Meeting Minutes

Capital Regional District Board

Wednesday, September 9, 2026 **12:10 PM** **6th Floor Boardroom**
625 Fisgard Street
Victoria, BC

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

STAFF: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer/General Manager, Finance and Technology; A. Fraser, General Manager, Infrastructure and Water Services; G. Harris, Acting General Manager, Parks, Recreation and Environmental Services; 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; M. Barnes, Senior Manager, Health and Capital Planning Strategies; Q. Daly, Senior Manager, Real Estate and Facilities Management (EP); D. Elliott, Senior Manager, Regional Housing; K. Hamilton, Senior Manager, Corporate Communications; P. Klassen, Senior Manager, Regional Planning & Transportation; J. Starke, Senior Manager, SGI Administration; C. Vernon, Senior Manager, First Nations Relations; A. Prisniak, Manager, Strategic Initiatives, First Nations Relations; M. Lagoa, Deputy Corporate Officer/Senior Manager, Legislative Services; M. Miklea, Deputy Corporate Officer/Manager, Legislative Services; T. Pillipow, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Guests: J. Basi, Consultant, City Spaces; P. Gerrard, CRD Representative, Victoria Airport Authority; E. Brown, President/CEO, Victoria Airport Authority

Regrets: Director(s) P. Jones

The meeting was called to order at 1:48 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in the preceding meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Little, SECONDED by Director Murdoch,
That the agenda for the Capital Regional District Board meeting of September 9, 2026 be approved.
CARRIED

3. ADOPTION OF MINUTES

3.1. 26-0949 Minutes of the Capital Regional District Board Meeting of July 8, 2026

MOVED by Director Little, SECONDED by Director Murdoch,
That the minutes of the Capital Regional District Board meeting of July 8, 2026 be adopted as circulated.
CARRIED

4. REPORT OF THE CHAIR

I want to highlight two CRD successes that have occurred since we last met in July.

On July 30, I was pleased to be joined by Vice Chair Little, Director Desjardin (as Chair of our Environmental Services Committee), Director Coleman (as Chair of the Core Area Liquid Waste Management Committee), CAO Robbins and other staff for the Build Canada Strong Funding Announcement of $7M dollars for the CRD's Biochar Project.

At the media event I expressed our sincere gratitude to the Government of Canada, the Province of BC, and the Union of BC Municipalities, who were all in attendance, for the partnership and significant investment in this important and innovative CRD project.

On September 6, I was pleased to join Director Holman and staff for the official opening of the new Fire Hall on Salt Spring Island. The new state of the art Fire Hall was decades in the making and a significant step forward occurred several years ago when Salt Spring Island Fire Protection District Board of Trustees, and the CRD reached an agreement that helped make the project possible by leveraging Federal Community Works Funds of $1M dollars to support the construction of a new fire hall.

The project was a great example of what can be accomplished when organizations work together toward a common goal. It was exciting to see a large community turnout at the event, highlighting how important the new fire hall is to the Salt Spring Island community.

On today's agenda we have the four long-term initiatives to consider for final approvals. I'm referring to the new CRD Reconciliation Action Plan, the new Regional Water Supply Service Development Cost Charge Bylaw, the updated Climate Action Strategy, and the updated Regional Housing Affordability Strategy.

It is notable that the RAP had its genesis from recommendations in the 2018 CRD First Nations Relations Task Force and the Regional Water Supply DCC Bylaws had its beginnings from the 2017 Regional Water Supply Strategic Plan. We thank the directors and boards that served before us and the remarkable work of staff for advancing these four initiatives, which are important deliverables from our Boards Strategic Priorities and the Corporate Plan.

With other important items to also consider advancing today, let us now turn to today's agenda business.

2. APPROVAL OF THE AGENDA

MOVED by Director Holman, SECONDED by Alternate Director Wagner,
That the agenda for the Capital Regional District Board meeting of September 9, 2026 be reconsidered and approved as amended with the addition of Item 8.1.b.
CARRIED

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

P. Gerrard introduced E. Brown, President, Victoria Airport Authority who presented the Report to Nominators.

Discussion ensued regarding the agreement between W̱SÁNEĆ First Nations and the Victoria Airport Authority.

5.2. Delegations

There were no delegations.

6. CONSENT AGENDA

MOVED by Director Desjardins, SECONDED by Director Kobayashi,
That consent items 6.1. through 6.16. be approved.
CARRIED

6.1. 26-0954 Implications of Applying a Demolition Bylaw in the Electoral Areas

This report was received for information.

6.2. 26-0797 Core Area Liquid Waste Management Committee 2026 Mid-Year Capital Projects and Operations Update

This report was received for information.

6.3. 26-0795 Wastewater Bypass Activities at MPWWTP and ECCC Warning Letter

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

6.4. 26-0768 Harbours Environmental Action Service Summary

This report was received for information.

6.5. 26-0707 Bowker Creek Blueprint | 2026 Update: A 100-Year Action Plan to Restore the Bowker Creek Watershed

This report was received for information.

6.6. 26-0805 Motion with Notice: AI Data Centres (Director Caradonna)

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.
CARRIED

6.7. 26-0693 Climate Action Strategy 2026-2030

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.
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.
CARRIED

6.8. 26-0830 Wetland Creation Project at Elk/Beaver Lake Regional Park

This report was received for information.

6.9. 26-0831 Elk Lake Oxygenation System Update - 2025 Annual Report

That staff provide annual updates on the Elk/Beaver Lake Watershed Management Plan.
CARRIED

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

That staff maintain existing conditions (status quo) for off-leash dog use in the Governor General Area at Elk/Beaver Lake Regional Park.
CARRIED

6.11. 26-0793 Designation of Watershed Security Officers

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.
CARRIED

6.12. 26-0792 Regional Transportation Advisory Committee Recommendation to Advocate on Transit Funding

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.
CARRIED

6.13. 26-0834 Capital Regional District External Grants Update

This report was received for information.

6.14. 26-0923 Regional Context Statement Amendment - Town of View Royal

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.
CARRIED

6.15. 26-0838 Build Communities Strong Fund Grant Applications

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
CARRIED

6.16. 26-1001 Board Membership Update

This report was received for information.

7. ADMINISTRATION REPORTS

7.1. 26-0900 CRD Reconciliation Action Plan

K. Morley spoke to Item 7.1.

Discussion ensued regarding:
- timeline of this process
- engagement to inform prioritization of the service planning
- thanks to staff for their hard work

MOVED by Director Desjardins, SECONDED by Director Little,
That the CRD Reconciliation Action Plan be approved.
CARRIED

7.2. 26-0903 Draft Regional Housing Affordability Strategy

K. Lorette spoke to Item 7.2. and introduced J. Basi who presented the Draft Regional Housing Affordability Strategy.

Discussion ensued regarding:
- why the regional gap analysis differs slightly from the housing target order
- consideration of affordable housing for seniors
- clarification of the process to advance a coordinated regional response to homelessness
- statuses of the data system projects
- that all available funding sources are fully subscribed
- the intent of this report in regards to service across the region
- competing priorities for municipalities
- consideration of the land-use across the region when looking at housing targets

MOVED by Director Tait, SECONDED by Director Murdock,
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.
CARRIED

The meeting went into recess at 3:41 pm.

The meeting reconvened at 3:47 pm.

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

K. Lorette presented Item 7.3. for information.

Discussion ensued regarding implications for Salt Spring Island Electoral Area.

This report was received for information.

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

K. Morley spoke to Item 7.4.

MOVED by Director Coleman, SECONDED by Alternate Director Wagner,
1. That the attached Certificate of Results of Alternate Approval Process for Bylaw No. 4699 (Appendix A) be received: and
CARRIED

MOVED by Director Coleman, SECONDED by Alternate Director Wagner,
2. That Bylaw No. 4699 "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026" be adopted.
CARRIED

7.5. 26-0827 Transition Initiatives for the Performing Arts Facilities Service

MOVED by Director Little, SECONDED by Director Alto,
That this item be referred to the Capital Regional District Board meeting on October 7, 2026.
CARRIED

7.6. 26-0833 Bylaw No. 4795: 2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 3, 2026

N. Chan spoke to Item 7.6.

MOVED by Director Kobayashi, SECONDED by Director Tait,
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
CARRIED

MOVED by Director Kobayashi, SECONDED by Director Tait,
2. That Bylaw No. 4795 be adopted.
CARRIED

7.7. 26-0880 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"

N. Chan spoke to Item 7.7.

MOVED by Director Tait, SECONDED by Director Coleman,
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;
CARRIED

MOVED by Director Tait, SECONDED by Director Coleman,
2. That Bylaw No. 4799 be adopted.
CARRIED

7.8. 26-0847 Bylaw No. 4797: Temporary Borrowing (Cedar Lane Water Service) Bylaw No. 1, 2026

N. Chan spoke to Item 7.8.

MOVED by Director Holman, SECONDED by Director Desjardins,
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
CARRIED

MOVED by Director Holman, SECONDED by Director Tait,
2. That Bylaw No. 4797 be adopted.
CARRIED

7.9. 26-0852 Bylaw No. 4798: Temporary Borrowing (Fulford Water Service) Bylaw No. 1, 2026

N. Chan spoke to Item 7.9.

MOVED by Director Holman, SECONDED by Director Murdoch,
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
CARRIED

MOVED by Director Holman, SECONDED by Director Murdoch,
2. That Bylaw No. 4798 be adopted.
CARRIED

7.10. 26-0916 Biosolids Beneficial Use Management - July and August Update

Discussion ensued regarding:
- anticipated total cost of the advanced thermal facility
- expected time frame to have biosolids processed at Hartland Landfill

This report was received for information.

7.11. 26-0988 2026 Census Impact on Regional District Board Voting

Discussion ensued seeking clarity on the timeline indicated in the report.

This report was received for information.

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)

MOVED by Director Brent, SECONDED by Director Holman,
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;
CARRIED

MOVED by Director Brent, SECONDED by Director Holman,
2. That Bylaw No. 4772 be adopted.
CARRIED

MOVED by Director Brent, SECONDED by Director Holman,
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;
CARRIED

MOVED by Director Brent, SECONDED by Director Holman,
4. That Bylaw No. 4773 be adopted.
CARRIED

8.1.b. 26-1021 Notice of Motion: Federal Government Funding for BC Ferries Advocacy (Director Holman)

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

"That the CRD Board join the campaign initiated by Vancouver Island MPs advocating for equitable funding for BC Ferries from the federal government."

MOVED by Director Holman, SECONDED by Director Wickheim,
That same day consideration be applied to the Notice of Motion.
CARRIED

MOVED by Director Holman, SECONDED by Director Wickheim,
That the CRD Board join the campaign initiated by Vancouver Island MPs advocating for equitable funding for BC Ferries from the federal government.
CARRIED

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

MOVED by Director Wickheim, SECONDED by Director Tait,
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;
CARRIED

MOVED by Director Wickheim, SECONDED by Director Tait,
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
CARRIED

MOVED by Director Wickheim, SECONDED by Director Tait,
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.
CARRIED

Transportation Committee

8.3. 26-0791 Transportation Governance Update

K. Lorette spoke to Item 8.3.

MOVED by Director Murdock, SECONDED by Director Caradonna,
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), Victoria Regional Transit Commission, and BC Transit to advance the development of legislative changes to enable more integrated regional transportation decision-making, including the potential fusion of the Victoria Regional Transit Commission's and CRD's transportation-related responsibilities into a representative and unified CRD-backed 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, as well as a consultation plan for collaborating with regional First Nations on these proposed governance changes.
CARRIED

A. MOTION TO CLOSE THE MEETING

A.1. 26-0996 Motion to Close the Meeting

MOVED by Director Little, SECONDED by Director Goodmanson,
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]
CARRIED

The Capital Regional District Board moved to the Closed Session at 4:18pm.

Alternate Director Shrivastava left the meeting at 4:18 pm.

Director Kobayashi left the meeting at 4:32 pm.

The Capital Regional District Board rose from closed session at 4:35 pm without report.

9. BYLAWS

9.1. 26-0912 Adoption of Bylaw No. 4706, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 168, 2025"

MOVED by Director Wickheim, SECONDED by Director Tait,
That Bylaw No. 4706, Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 168, 2025", be adopted.
CARRIED

9.2. 26-0940 Bylaw No. 4752 - Beddis Water Service Loan Authorization Bylaw for Water Treatment Plant Capital Upgrades

MOVED by Director Holman, SECONDED by Director Brent,
That Bylaw No. 4752, “Beddis Water Service Loan Authorization Bylaw No. 1, 2026” be adopted.
CARRIED

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”

MOVED by Director Wickheim, SECONDED by Director Tait,
That Bylaw No. 4757, “Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 4, 2026” be adopted.
CARRIED

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

MOVED by Director Coleman, SECONDED by Director Murdoch,
That Bylaw No. 4658, “Regional Water Supply Service Development Cost Charge Bylaw No. 1, 2026” be adopted.
CARRIED

10. NOTICE(S) OF MOTION

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

MOVED by Director Riddell, SECONDED by Alternate Director Wagner,
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.
CARRIED

10.3. 26-1022 Notice of Motion: Funding Aboriginal Coalition to End Homelessness (Director Caradonna)

Director Caradonna provided the following Notice of Motion for consideration at the October 7, 2026, meeting of the Capital Regional District Board meeting:
"That staff return to the December 2026 meeting of the Capital Regional District Board with a staff report detailing the implications associated with a requested three-year funding extension to the Aboriginal Coalition to End Homelessness starting at $164,636 in 2027 and increased annually with an inflation indexation for 2028 and 2029."

10.4. 26-1023 Notice of Motion: Letter of Support for Victoria Airport Authority (Vice Chair Little)

Director Little proposed the following Notice of Motion with same day consideration:
“That the CRD Board Chair write a letter of support for the Victoria Airport Authority’s application to the Transport Canada Trade Diversification Corridors Fund for the planned runway expansion and terminal upgrades at the Victoria International Airport.”

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

MOVED by Director Little, SECONDED by Director Murdoch,
That the CRD Board Chair write a letter of support for the Victoria Airport Authority’s application to the Transport Canada Trade Diversification Corridors Fund for the planned runway expansion and terminal upgrades at the Victoria International Airport.
CARRIED

11. NEW BUSINESS

12. MOTION TO CLOSE THE MEETING

12.1. 26-1005 Motion to Close the Meeting

MOVED by Director Murdoch, 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. [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 proposed municipal service or contract negotiations in accordance with Section 90(1)(k) of the Community Charter. [2 items]
4. That such disclosures could reasonably be expected to harm the interests of the Regional District. [2 items]
CARRIED

The Capital Regional District Board meeting moved into closed session at 4:56 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 5:12 pm, and reported on the following:

In accordance with Bylaw No. 3247, that the following be appointed to the Saanich Peninsula Wastewater Commission for a term expiring December 31, 2027:
Joseph Martin

In accordance with Bylaw No. 3511, that the following be appointed to the Wilderness Mountain Water Service Commission for a term expiring December 31, 2027:
David Light

1. That staff be directed to prepare amendments to Bylaw No. 3881, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013," that will adjust tipping fee rates for divertible material streams;
2. That staff implement a load origin attestation process at Hartland Landfill, with the option to apply material-specific out-of-region surcharges if warranted; and
3. That staff return to the Board as required, at least once every five years, with a review of the Hartland Landfill tipping fee structure, informed by system costs, diversion performance and Solid Waste Management Plan priorities.

That the CRD Board Chair and CRD staff develop and send a letter to the Provincial Government and to Recycle BC advocating for additional funding to be provided to local governments to address shortfalls as a result of emerging new recycling streams such as soft plastics.

14. ADJOURNMENT

MOVED by Director Little, SECONDED by Director de Vries,
That the Capital Regional District Board meeting of September 9, 2026 be adjourned at 5:12 pm.
CARRIED

_____

CHAIR

CERTIFIED CORRECT:

_____

CORPORATE OFFICER


CREST
CONNECTED FOR SAFETY
Key information about our region's emergency communications provider

WHY CREST?

- A wide range of entities use the CREST system because they need to interoperate together.
- Having a single entity dedicated to providing secure reliable public safety grade communications is cost effective & the safest option.
- 8 highly trained electrical engineers and communication technicians, available 24/7, manage the 3,000+ radios on the system, the 7 dispatch centers equipment, and handle 10M+ transmissions annually.

FINANCIAL STABILITY / FISCALLY RESPONSIBLE

Annual levy increases to user agencies on the CREST system

2016-2023	2.9%
2024 & 2025	4.9%
2026	7.75%

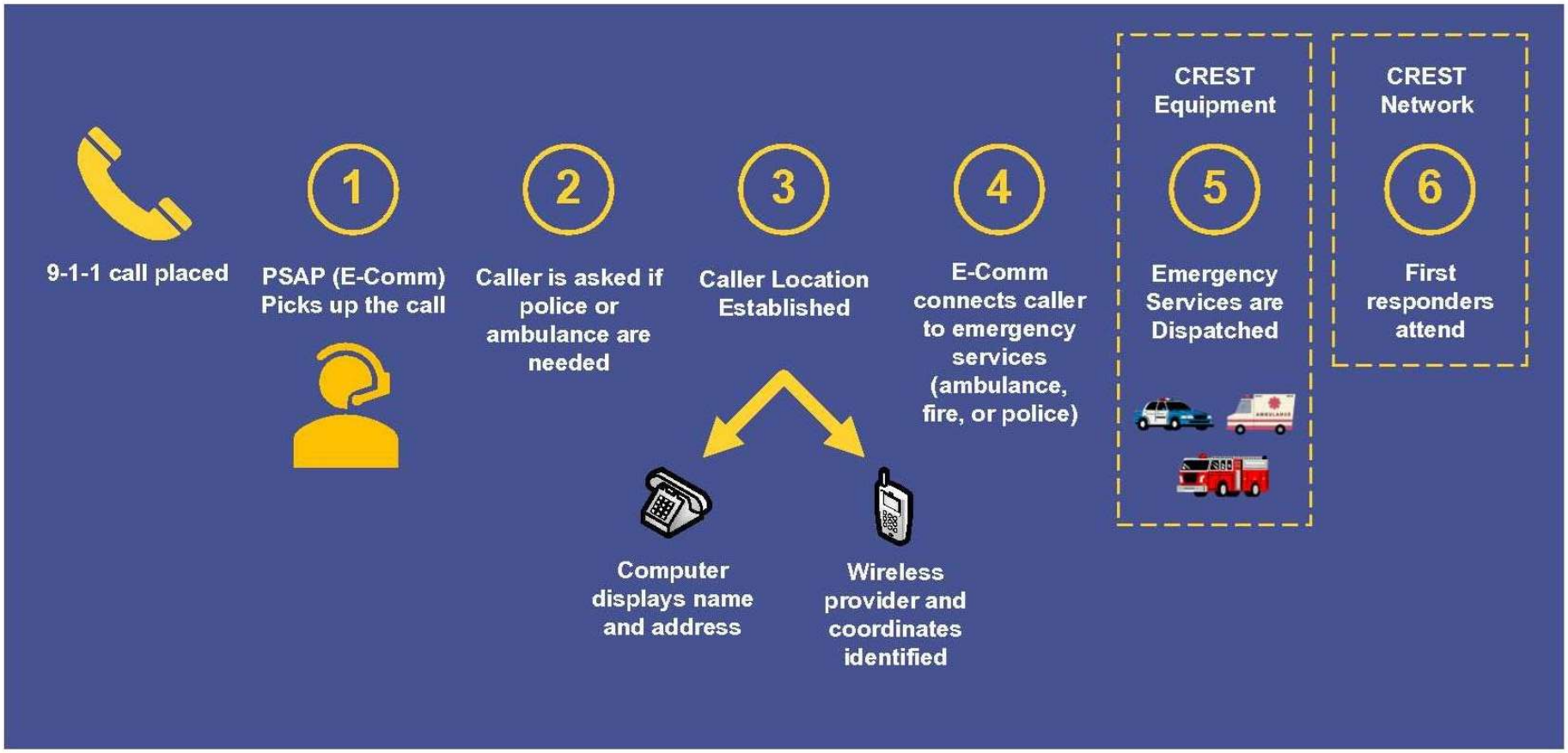
REVENUE SOURCES

About 20% of our annual revenue comes from a Service Agreement with the CRD.

In most provinces communication networks (like CREST), along with 911 infrastructure & dispatch centres are funded by a “call answer levy” on cellular devices.

Despite multiple UBCM resolutions over the years BC has not brought in a call answer levy.

911 FLOW SEQUENCE




CREST
SYSTEM
2025


POLICE

Recent Events

Mount Jack Wildfire in Sooke put additional strain on Otter Point Fire department. Crest was able to quickly provide additional access to BC Wildfire channels

JDF Search and Rescue continue to provide great feedback since their addition to the Crest system

Crest provides loaner equipment to Crest agencies to support community events such as the Royal Victoria Marathon and Tour de Victoria


Comments - Questions?

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REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, SEPTEMBER 16, 2026

SUBJECT **Remuneration for Arts Commissioners**

ISSUE SUMMARY

The Capital Regional District (CRD) Board recently updated its remuneration policy for members of CRD Boards and Commissions. Pursuant to the new policy provisions, the Arts Commission must consider whether it wishes to remunerate Commissioners by providing per meeting payments.

BACKGROUND

The CRD Board Remuneration and Travel Expense Reimbursement Policy (Policy) was reviewed earlier this year using the external consulting firm of Western Compensation and Benefits Consultants, and changes to the Policy were adopted for implementation on January 1, 2027.

Under the new provisions of the Policy, remuneration is provided to all CRD Board Directors, Commissioners of the Regional Water Supply Commission and Commissioners of the Salt Spring Island Local Community Commission. Commissioners of delegated Commissions are eligible for per meeting remuneration payments, at a prescribed rate established in the policy, where approved by the Commission and Regional Board.

On June 10, 2026, the CRD Board resolved the following:

1. *That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and*

2. *That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and*

3. *That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.*

4. *That the review occurs in the final year of each Board term to take effect for the following Board term.*

As a result, the CRD Board is requesting that each delegated CRD Commission consider by resolution whether Commissioners receive per meeting payments, at the Board-approved per meeting rate of up to two hundred twelve dollars ($212.00) per meeting, to be paid from the Commission’s service budget.

ALTERNATIVES

Alternative 1
The Arts Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Arts Commission be eligible to receive per meeting payments pursuant to the Capital Regional District Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $16,960 for per meeting payments to Commissioners.

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

Several CRD Commissions have expressed interest in providing a per meeting payment in recognition of the significant time commitment and expectations of Commissioners. Currently, per meeting payments for the Arts Commission are ineligible according to CRD Board Policy: Remuneration and Travel Expense Reimbursement, Schedule 2 in Appendix A (footnotes 4 & 6).

The Policy's amended Schedule 1 in Appendix A contains a new Section 15, for Commissioners where approved by the Board and Commission, to be eligible for per meeting payments of $212 consisting of:

1. $142 per meeting remuneration for attendance; and
2. Up to $70 reimbursement per meeting for eligible expenses.

Financial Implications

The Arts Commission has nine appointed Commissioners, with ten regularly scheduled meetings annually, although, with cancellations, there have only been five or six annual meetings in each of the past three years. Assuming full attendance, the Commission would require up to $1,696 per meeting, to a maximum of $16,960 annually from its service budget if the maximum number of regular monthly meetings (10) were held. Special meetings would be in addition to this amount. The financial impact to the service budget would be the maximum annual cost of $16,960, which would represent an additional 0.5% increase to requisition in Budget 2027. Adopting this recommendation would change the Arts Development Service's total requisition increase for Budget 2027 from 2.7% to 3.2%.

The new policy also increases the remuneration and travel expenses for the Chair of the Arts Commission from a total of $3,607 to $4,139, starting on January 1, 2027; however, this expense is paid for by the Board budget, not the Arts Development Service budget and does not carry a financial implication specific to this service budget. The Chair of the Arts Commission would not receive a per meeting payment in addition to the annual Chair fee, if the recommendation passes.

Bylaw No. 4143 (CRD Arts Commission Bylaw) Section 1.(a), allows for additional Commissioners to be appointed to represent newly participating areas when they join the Arts Service, which would increase the per meeting expenses. There are no additional appointments scheduled for 2027 for the Arts Commission at this time.

CONCLUSION

The Capital Regional District Board has requested that delegated Commissions consider the updated provisions in the CRD Board Remuneration and Travel Expense Reimbursement Policy and confirm whether all Commissioners of the Arts Commission be eligible to receive per meeting payments as remuneration for their attendance at Commission meetings.

RECOMMENDATION

The Arts Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Arts Commission be eligible to receive per meeting payments pursuant to the Capital Regional District Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $16,960 for per meeting payments to Commissioners.

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., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Staff Report to Board (June 10, 2026) – 2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JUNE 10, 2026

SUBJECT **2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update**

ISSUE SUMMARY

To provide the updated CRD Board Remuneration and Travel Expense Reimbursement Policy, effective the 2027-2030 CRD Board term.

BACKGROUND

The CRD Board has approved a CRD Board Remuneration and Travel Expense Reimbursement Policy ("Policy"). This Policy applies to CRD Board Directors, Commission members, First Nations Members, and certain Board appointees to external Boards. The Policy was initially established in 2016 and is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. As a foundation of the Policy, the remuneration philosophy established by the CRD Board is as follows:

1. a base Director annual stipend as the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments;

2. an additional annual stipend to Electoral Area Directors to provide overall remuneration consistent with the average (median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments;

3. an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees;

4. additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission;

5. per meeting payments to Alternate Directors consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible; and

6. that the annual cost of living adjustment based on the Victoria Consumer Price Index (CPI) continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

The regular review of the Policy was undertaken in early 2026 and the results of that review were presented to the CRD Board on May 13, 2026 (Appendix B). At that Board meeting, the Board moved:

> *That with the information and recommendations as provided by the consultants at the meeting of May 13, 2026, that staff be directed to update the CRD Board Remuneration and Travel Expense Policy for CRD Board consideration.*

Staff have updated the Policy with the information from the consultants to be effective starting the 2027-2030 CRD Board term (Appendix A).

In the Policy update starting in January 2027, staff are recommending that the remuneration philosophy be amended to remove the additional stipend paid the CRD Directors appointed to local and sub-regional Commissions, and rather enable Commissions to consider payment to all Commissioners from service budgets at the per meeting rate should they elect to do so and where approved by the CRD Board.

ALTERNATIVES

Alternative 1

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Alternative 2

1. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
2. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 3

The Capital Regional District Board approve that the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 4

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

The CRD Board established a comprehensive remuneration Policy. The Policy ensures relative market consistency based on the overall remuneration philosophy. On May 13, 2026 the CRD Board approved the consultant's recommendations for remuneration effective January 1, 2027, requiring updates to the Policy.

Since the Policy was implemented, several CRD Commissions have expressed desire in considering per meeting payments recognizing the significant commitment and expectations of many Commissioners. Currently payments to commissions are permitted as follows: the Regional Water Supply Commissioners receive per meeting payments; CRD Board Directors appointed to a local or sub-regional Commission are eligible for per meeting payments; and the elected Salt Spring Island Local Community Commissioners receive annual stipends. Concern from some Commissions have been raised that this model of payment has created inconsistency.

Financial Implications

The approved implementation date for remuneration adjustments would be for the new Board term 2027-2030, starting in January 2027. Based on current level of effort, total 2027 remuneration aligned with Policy would be adjusted by approximately: $140,000 for the Board expenditure service; $50,000 for Electoral Areas; and $25,000 for the Regional Water Supply. Remuneration for the calendar years 2028-2030 would be adjusted based on the year end Victoria Consumer Price Index in accordance with Policy. Mileage and related allowances are updated annually and will continue to be incorporated into the Policy once these are determined by the Government of Canada.

Should meeting payments for Commissioners be approved, the per meeting costs at the per meeting rate would be budgeted within service budgets, with actual costs subject to the numbers of Commissioners, the number of annual meetings, and attendance.

CONCLUSION

The CRD Board has established a CRD Board Remuneration and Travel Expense Reimbursement Policy. The Policy is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. In a review of the comparable organizations, it has been determined that adjustments to remuneration are required and that the Policy be updated accordingly to be commensurate with the 2027-2030 Board term. Staff have updated the Policy based on the direction of the CRD Board.

RECOMMENDATION

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager, People, Safety and Culture
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: CRD Board Remuneration and Travel Expense Reimbursement Policy (effective January 1, 2027) (redlined)
Appendix B: CRD Board Remuneration and Travel Expense Report, Western Compensation and Benefits Consultants, April 23, 2026

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CAPITAL REGIONAL DISTRICT
BOARD POLICY

Policy Type	*Board*		
Section	*Executive Services, People, Safety & Culture (PS&C)*		
Title	**BOARD REMUNERATION AND TRAVEL EXPENSE REIMBURSEMENT**		
Adoption Date	September 9, 2015	Policy Number	BRD03
Last Amended	~~January 20~~TBD, 2026	Amended By	~~PS&C~~Board
Policy Owner	People, Safety & Culture (PS&C)		

1. POLICY:

Board of Directors Remuneration and Travel Expense Policy.

2. PURPOSE:

To outline the Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Boards.

4. DEFINITIONS:

"**Board Remuneration**": means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

5. PROCEDURE:

Human Resources, in consultation with Finance and Technology and Corporate Services, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the Capital Regional District (CRD) Board.

a) All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Policy - Schedule 1.

b) Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.

c) The remuneration amounts will be adjusted annually, by Financial Services, based on the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.

d) The remuneration structure will be reviewed periodically as directed by the Board.

6. SCHEDULES:

1. CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY
2. REMUNERATION ELIGIBILITY TABLE
3. CRD BOARD REMUNERATION PHILOSOPHY

7. AMENDMENTS:

Adoption Date	Description
September 9, 2015 (Revised April 18, 2016)	*Approved by the Board*
April 12, 2017 *(eff. January 1, 2017)*	*Amendment 1, approved by the Board*
May 9, 2018 *(eff. January 1, 2019)*	*Amendment 2, approved by the Board*
February 10, 2020 *(Schedule 1 and 2 updates)*	*Amendment 3, approved by Human Resources (eff Jan.2020 Schedule 1; Dec.2019 Schedule 2)*
January 13, 2021 *(Schedule 2 update)*	*Amendment 4, approved by the Board*
February 2, 2021 *(Schedule 1 update)*	*Amendment 5, approved by Human Resources (eff. Jan.2021)*
January 24, 2022 *(Schedule 1 update)*	*Amendment 6, approved by Human Resources (eff. Jan.2022)*
January 20, 2023 *(Schedule 1 update)*	*Amendment 7, approved by Human Resources (eff. Jan.2023)*
June 2023	*Amendment 8, approved by the Board (eff. June 2023)*
January 19, 2024 *(Schedule 1 update)*	*Amendment 9, approved by Human Resources (eff. Jan.2024)*
December 11, 2024	*Amendment 10, approved by the Board (eff. Jan.1, 2025 - Schedule 1: SSI Electoral Area Director, Local Community Commission Commissioner)*
January 22, 2025 *(Schedule 1 update)*	*Amendment 11, approved by Human Resources (eff.Jan. 2025)*

January 20, 2026 *(Schedule 1 update)*	*Amendment 12, approved by People, Safety & Culture (eff.Jan.2026)*
TBD, 2026 *(Schedule 1 update; Schedule 2 update; Schedule 3 update)*	*Amendment 13, approved the the Board (eff. Jan.2027)*

8. REVIEWS:

Review Date	**Description:**
Annually	*Review annually for schedule(s) update*

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

- *Bylaw No. 3828, "Board Procedures Bylaw, 2012"*

SCHEDULE 1

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

Effective January 1, 2026
(E&OE)

		REMUNERATION	EXPENSE ALLOWANCE	TOTAL
	ANNUAL STIPENDS Paid periodically throughout the year (currently, biweekly)			
1	**CRD / CRHD Board Directors** *Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments* **where defined as a standing committee in bylaws or terms of reference AND members are appointed by the Board Chair*	~~16,347~~18,845	~~8,174~~9,105	~~**24,521**~~**27,590**
2	**Electoral Area Directors (additional)** - **JDF Electoral Area; SGI Electoral Area** - **SSI Electoral Area**	~~31,512~~39,729 ~~24,692~~32,874	~~15,756~~19,567 ~~12,346~~16,191	~~**47,268**~~**59,295** ~~**37,038**~~**49,065**
3	**CRD Board Chair** (additional)	~~24,042~~21,120	~~12,021~~11,880	~~**36,063**~~**36,000**
4	**CRD Board Vice-Chair** (additional)	~~4,807~~5,113	~~2,404~~2,518	~~**7,211**~~**7,631**
5	**CRHD Board Chair** (additional) *(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
6	**Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair** (additional) *(when appointed by CRD Board Chair)*	~~2,405~~2,773	~~1,202~~1,366	~~**3,607**~~**4,139**
7	**Additional Board Standing Committee(s)** (additional) *(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
8	**Salt Spring Island Local Community Commissioner** *(Payable to all elected LCC commissioners, except the Electoral Area Director)*	~~8,954~~10,167	~~4,477~~5,008	~~**13,431**~~**15,175**
	PER MEETING PAYMENTS Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance **(see Footnote 2 – Eligibility Verification)**			
9	**Alternate CRD/CRHD Board Director and Acting Standing Committee Chair**	~~73~~142	~~37~~70	~~**110**~~**212**
~~10~~	~~**CRD Board Directors - Local & Sub-Regional Commission/Committee Meetings**~~ ~~Does not apply when:~~ ~~i. Commission /Committee within the responsibilities of the Electoral Area Director~~ ~~ii. Remuneration is already paid by the Commission~~ ~~iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other~~	~~73~~	~~37~~	~~**110**~~

~~11~~ 10	**First Nation Member appointees to eligible CRD Committee**	142~~73~~	70~~37~~	~~**110**~~**212**
~~12~~ 11	**CRD Board Directors – appointed by CRD to External Board** Does not apply when: i. External Board falls within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the External Board iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other	142~~73~~	70~~37~~	~~**110**~~**212**
~~13~~ 12	**CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area** Applies only when: a. Attendance at a JDFEA land use committee meeting of which the director is a member b. Attendance at any land use public hearing of the JDFEA regarding an area where the director is eligible to vote on decisions at the CRD Board Does not apply to the Electoral Area Director	142~~73~~	70~~37~~	~~**110**~~**212**
~~14~~ 13	**Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director**	142~~73~~	70~~37~~	~~**110**~~**212**
~~15~~ 14	**All Commissioners - Regional Water Supply Commission**	142~~73~~	70~~37~~	~~**110**~~**212**
15	**Commissioners – where approved by the Board and Commission**	142	70	**212**
16	**Forum of Councils – First Nations, Municipal Councilors and Directors**	142~~73~~	70~~37~~	~~**110**~~**212**
	TRAVEL EXPENSES **(see Footnote 3 regarding claim process)**			
17	**All Director, LCC Commissioner, or First Nation Member Travel - to and from meetings where the Director, LCC Commissioner or First Nation Member is a member**	$0.67	Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees	
	DIRECTOR TRAVEL Within Capital Region/Vancouver Island and Lower Mainland			
18	**Travel by Personal Automobile**	$0.67	Per kilometre	
19	**Travel by Bus, Train, Ferry, Air (economy class)**	Actual expense	Payable upon receipt	
	DIRECTOR TRAVEL Outside Capital Region/Vancouver Island and Lower Mainland			
20	**Travel by Personal Automobile**	$0.67	Per kilometre	
21	**Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)**	Actual expense	Payable upon receipt	

22	**Electoral Area Director Travel - within Electoral Area**	$0.67	For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business
23	**CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs**	$0.67	For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents
	MEALS		
24	**For Travel Requiring Greater-Than 24 Hours from Place of Residence**	$84.00	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence		
25	- Breakfast	$18.00	See Footnote 1
26	- Lunch	$24.00	See Footnote 1
27	- Dinner	$42.00	See Footnote 1
	OTHER		
28	**Seminars, Courses, Conferences, Meetings**	Actual Cost	Registration Fees paid for single participation (Receipt required)
29	**Accommodation**	Actual Cost	Based on single occupancy
30	**Taxi Expenses**	Actual Cost	Receipts are required
31	**Long Distance Telephone Calls**	Actual Cost	Receipts are required

FOOTNOTES

(1) Meal payments will be paid as follows:

If Departure Prior to:	7:00am	Breakfast, Lunch, Dinner
	12:00noon	Lunch, Dinner
	6:00pm	Dinner
If Return After:	12:30pm	Breakfast, Lunch
	6:00pm	Breakfast, Lunch, Dinner

(2) Eligibility Verification:
For attendance at meetings, seminars, courses, conferences and/or meetings outside of CRD facilities, claimants will confirm their attendance on the CRD Travel Expense Report Claim form and eligibility of expense claims will be approved by Legislative Services.

(3) Travel Expense Claims Process:
Claims for travel expenses are submitted *to Legislative Services* for approval on the CRD Travel Expense Report Claim form within thirty (30) *calendar days* of the period in which the expenses were incurred.

SCHEDULE 2

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Director Remuneration Eligibility Table

(E&OE)

Regional Board and Standing Committees	See Footnote
Capital Regional District Board	1
Capital Regional Hospital District Board	1
Capital Region Housing Corporation Board	1, 6
Climate Action Inter-Municipal Task Force	7
Committee of the Whole	1
Core Area Liquid Waste Management Committee	1, 2, 8
Electoral Areas Committee	1, 2, 8
Environmental Services Committee	1, 2, 8
Finance Committee	1, 2, 8
Governance and First Nations Relations Committee	1, 2, 8
Hospitals and Housing Committee	1, 2, 8
Planning and Protective Services Committee	1, 2, 8
Regional Parks Committee	1, 2, 8
Solid Waste Advisory Committee	7
Transportation Committee	1, 2, 8

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

8. Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed $8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific Committee Terms of Reference allow.

~~Director~~ Appointments to Local & Subregional Commissions	See Footnote
Accessibility Advisory Committee	7
Arts Advisory Council	7
Arts Commission	4,6
Beddis Water Service Commission	4
Cedar Lane Water Service Commission	4
Cedars of Tuam Water Service Commission	4
East Sooke Fire Protection and Emergency Response Service Commission	4
East Sooke Advisory Planning Commission	4
Fernwood and Highland Water Local Service Commission	4
Fulford Water Service Commission	4
Galiano Island Parks and Recreation Commission	4
Ganges Sewer Local Services Commission	4
Juan de Fuca Board of Variance	4
Juan de Fuca Electoral Area Parks and Recreation Advisory Commission	4
Juan de Fuca Land Use Committee	4
Juan de Fuca Water Distribution Commission	4
Lyall Harbour/Boot Cove Water Local Services Committee	4
Magic Lake Estates Water and Sewer Committee	4
Malahat Advisory Planning Commission	4
Malahat Fire Protection and Emergency Response Service Commission	4
Maliview Sewer Local Service Commission	4
Mayne Island Parks and Recreation Commission	4
North Galiano Fire Protection and Emergency Response Service Commission	4
Otter Point Advisory Planning Commission	4
Otter Point Fire Protection and Emergency Response Service Commission	4
Pender Islands Parks and Recreation Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Peninsula Recreation Commission	~~3~~6
Port Renfrew Fire Protection and Emergency Response Service Commission	4
Port Renfrew Utility Services Committee	4
Regional Transportation Advisory Committee	7
Regional Water Supply Commission	5
Saanich Peninsula Wastewater Commission	~~3~~6
Saanich Peninsula Water Commission	~~3~~6
Salt Spring Island Local Community Commission	1,4
Saturna Island Parks and Recreation Commission	4
Shirley Fire Protection and Emergency Response Service Commission	4
Shirley/Jordan River Advisory Planning Commission	4
Skana Water Service Committee	4
Sooke and Electoral Area Parks and Recreation Commission	~~3,~~4,6
Southern Gulf Islands Community Economic Sustainability Commission	4
Southern Gulf Islands Electoral Area Emergency Advisory Commission	4
Southern Gulf Islands Harbours Commission	4
Southern Gulf Islands Public Library Commission	4
Sticks Allison Water Local Service Committee	4
Surfside Park Estates Water Service Committee	4
Victoria Family Court and Youth Justice Committee	6
Water Advisory Committee	6
Wilderness Mountain Water Service Commission	4
Willis Point Advisory Planning Commission	4
Willis Point Fire Protection and Recreation Facilities Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Regional Board Appointments to External Boards	See Footnote
Capital Region Emergency Services Telecommunications	5
Greater Victoria Coalition to End Homelessness Society	6
Greater Victoria Harbour Authority Board	3,5
Greater Victoria Labour Relations Association	3
ICET – Island Costal Economic Trust Central South Island Regional Advisory Committee	6
Island Corridor Foundation Board	5
Municipal Finance Authority	5
Pender Islands' Fire Protection Society	4
South Island Reconciliation Advisory Committee	3
Royal and McPhersion Theatres Society Advisory Committee	7
Royal and McPherson Theatres Society Board	3
Sooke Historical Society	4
Vacouver Island and Costal Communities Climate Leadership Plan Steering Committee	6
Vancouver Island Regional Library Board	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

SCHEDULE 3

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Board Remuneration Philosophy

(Effective January 1, ~~2016~~2027)

- a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and

- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and

- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and

- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair ~~*[amended effective January 1, 2017]*~~; and CRD Directors who are involved on more than two Standing Committees; and

- an annual stipend to Commissioners of the Salt Spring Island Local Community Commission as a percentage of the base CRD Director annual stipend and which recognizes all responsibilities of a Commissioner; and

- per meeting payments to CRD Directors appointed to ~~local and sub-regional Commissions and~~ external boards (except where remuneration is already paid and/or not eligible); and

- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and

- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

WCBC Western Compensation & Benefits Consultants
Compensation · Benefits · Executive Remuneration · Pensions · Investment · Actuarial Services

Suite 502, 595 Howe Street
Vancouver, British Columbia V6C 2T5
Tel: 604-683-9155
www.wcbc.ca

April 23, 2026

Mr. Chris Neilson
Senior Manager - People, Safety & Culture
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Via E-Mail [cneilson@crd.bc.ca]

Dear Chris:

We are pleased to present our conclusions, informed by the Capital Regional District's ("CRD") Board Remuneration Philosophy and based on the results of the market survey regarding remuneration for members of the CRD Board of Directors.

Background

The CRD is a regional government which serves approximately 440,000 residents from three electoral areas and 13 municipal governments throughout the Capital Region. The CRD is governed by a 24-member Board of Directors, who also serve as members of the Regional Hospital Board and the Capital Region Housing Corporation Board. The CRD Board is comprised of Municipal Directors who are appointed by their respective municipal councils, along with Directors from the electoral areas. CRD governance also includes Commissioners for a significant number of sub-regional and local area services.

The CRD Board Remuneration and Travel Expense Policy ("Policy") applies to CRD Directors and Alternates, certain Commissioners and other elected or appointed officials. The Policy specifies a review will be undertaken every three to five years to ensure remuneration remains comparable. Western Compensation & Benefits Consultants ("WCBC") was retained by the CRD to conduct the market comparison review in 2026 and ensure appropriate alignment with the philosophy statements in the Policy.

Western Compensation & Benefits Consultants

WCBC is a Canadian consulting firm founded in Vancouver over 40 years ago, serving clients across Canada and internationally. The firm provides advice on all aspects of compensation and benefits, as well as related human resources matters. WCBC's professional staff hold relevant degrees and recognized designations in areas such as human resources, compensation, group benefits, accounting, economics, and management consulting. The firm has extensive experience working with organizations in the public, private, and not-for-profit sectors, supporting the development of practical, evidence-based compensation programs. WCBC has successfully provided compensation consulting assistance to a wide range of BC regional districts, municipalities and related entities.

Work Completed

To assess whether the remuneration provided for the CRD Board of Directors aligns with the CRD Board Remuneration Philosophy, WCBC completed the following tasks.

Discussions With CRD

At the outset of the project, WCBC had discussions with CRD's Senior Manager, People, Safety & Culture. WCBC obtained and reviewed background information and documentation on CRD's current board remuneration and travel expense policy and discussed appropriate comparison organizations.

Conducted Market Survey

WCBC prepared survey materials and subsequently contacted and included the following seven regional districts and 13 member municipalities in the market survey.

Regional District	Municipality
♦ Comox Valley Regional District	♦ City of Colwood
♦ Fraser Valley Regional District	♦ City of Langford
♦ Regional District of Fraser-Fort George	♦ City of Victoria
♦ Regional District of Nanaimo	♦ District of Central Saanich
♦ Regional District of North Okanagan	♦ District of Highlands
♦ Regional District of Okanagan-Similkameen	♦ District of Metchosin
♦ Sunshine Coast Regional District	♦ District of North Saanich
	♦ District of Oak Bay
	♦ District of Sooke
	♦ District of the Corporation of Saanich
	♦ Town of Sidney
	♦ Township of Esquimalt
	♦ View Royal

Completed Analysis and Prepared Report

WCBC compared the CRD's current remuneration, expense reimbursement, and related practices to those of the survey organizations. Following a discussion with the Senior Manager, People, Safety & Culture, WCBC developed the conclusions set out herein to support alignment with the CRD Board Remuneration Philosophy.

Conclusions

The following conclusions are based on the CRD's Board Remuneration Philosophy, as established by the CRD Board. In developing the conclusions, WCBC considered the results of the market survey, the extent to which current and proposed remuneration aligns with the stated Philosophy, and where appropriate, the existing relationships between roles to ensure internal consistency. Each component of remuneration is addressed below, with reference to the relevant Philosophy provisions supporting the conclusions.

Base Director

The CRD Board Remuneration Philosophy states that a base Director annual stipend should be the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments.

The results of the market survey and the resulting conclusions are set out below:

	Annual Stipend Based on Philosophy		
Median Paid to CRD Member Councillors	**Remuneration**	**Expense Allowance**	**Total**
$27,590	$18,845	$9,105	$27,590

CRD's base Director's annual stipend is currently $24,521. However, in accordance with the Philosophy it should be $27,590. Therefore, a base Director's annual stipend should be increased by $3,069.

Electoral Area Directors

The CRD Board Remuneration Philosophy states that an additional annual stipend for Electoral Area Directors should provide overall remuneration consistent with the average (applied as median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments.

The results of the market survey and the resulting conclusions are set out below:

	Additional Annual Stipend Based on Philosophy		
Median Paid to CRD Member Mayors	**Remuneration**	**Expense Allowance**	**Total**
$59,295	$39,729	$19,567	$59,295

CRD's annual stipend for Electoral Directors (other than the SSI Electoral Area Director) is currently $47,268 and therefore it should be increased by $12,027.

CRD Board Chair

The CRD Board Remuneration Philosophy states that an additional annual stipend for the CRD Board Chair should be consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees.

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$36,000	$24,120	$11,880	$36,000

The CRD Board Chair's annual stipend is currently $36,063 and therefore it should be decreased by $63.

Other Additional Annual Stipends

The CRD Board Remuneration Philosophy states that additional annual stipends should recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; Standing Committee Chairs; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission.

Each additional annual stipend is discussed below.

CRD Board Vice-Chair

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Vice-Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$7,631	$5,113	$2,518	$7,631

The CRD Board Vice-Chair's annual stipend is currently $7,211 and therefore it should be increased by $420.

Capital Region Hospital District Chair

The CRD compensates the Capital Region Hospital District ("CRHD") Chair at the same level as the CRD Board Vice-Chair. Among the comparison regional districts, most compensate their Hospital District Chair at a level below that of the Vice-Chair, with one regional district providing higher remuneration for the role. If the median of the comparator group were used as the basis for determining remuneration, the CRHD Chair compensation would be approximately half of its current level. WCBC has considered the relationship between the

roles on the CRD Board of Directors and concluded that maintaining the remuneration provided for the CRHD Chair at the same level as the CRD Board Vice-Chair would be appropriate.

CRD Directors Appointed as Commission Chairs

The CRD provides an additional annual stipend to CRD Directors appointed as Commission Chairs when such Commission Chair appointment is made directly by the CRD Board Chair.

No direct comparisons for this role were identified among the regional districts surveyed. Accordingly, WCBC considered the existing relationship between the Commission Chairs additional annual stipend and the base Director annual stipend. At present, Commission Chairs receive an additional annual stipend that is approximately 15% lower than the base Director annual stipend.

Applying this same relationship, the resulting conclusions are set out below:

15% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$4,139	$2,773	$1,366	$4,139

CRD's annual stipend for Commission Chairs is currently $3,607 and therefore should be increased by $532.

Standing Committee Chairs

As discussed earlier herein, the base Director stipend covers service on up to two Standing Committees. Where the CRD Board Chair appoints a Director as a Standing Committee Chair and the Director's total committee commitments exceed two, an additional annual stipend is provided.

The CRD provides an additional stipend for Standing Committee Chairs, set at the same level as the Commission Chairs additional annual stipend, where applicable. Among the comparison regional districts, additional compensation for committee chair roles is uncommon, and where such compensation exists, it is in the form of a fee per meeting attended. If the comparison group were used as the basis for determining this additional stipend, the resulting amount would be significantly lower than the current level. WCBC has considered the relationship between roles on the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Chair additional annual stipend aligns with the Commission Chair additional annual stipend would be appropriate.

CRD Directors Involved on More Than Two Standing Committees

Where a CRD Director's membership exceeds two Standing Committees, an additional annual stipend is provided.

The CRD provides an additional annual stipend for Standing Committee Members, set at the same level as the CRD Board Vice-Chair stipend, where applicable. There are no comparisons for this among the regional districts. WCBC has considered the relationship

between roles at the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Member additional annual stipend aligns with the CRD Board Vice-Chair additional annual stipend would be appropriate.

Commissioners of the Salt Spring Island Local Community Commission

The CRD provides an additional stipend to members of the Salt Spring Island Local Community Commission ("LCC"). This stipend is paid to all elected LCC Commissioners, excluding Electoral Area Directors.

No direct comparators for this role were identified among the regional districts included in the market survey. Accordingly, WCBC considered the existing relationship between the LCC Commissioner additional annual stipend and the base Director annual stipend. At present, LCC Commissioners receive an annual stipend that is approximately equal to 55% of the base Director amount.

Applying this same relationship, the resulting conclusions are set out below:

55% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$15,175	$10,167	$5,008	$15,175

CRD's annual stipend for the Salt Spring Island Local Community Commissioners is currently $13,431 and therefore it should be increased by $1,744.

Alternate Directors

The CRD Board Remuneration Philosophy states that per meeting payments to Alternate Directors should be consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

The results of the market survey and the resulting conclusions are set out below:

Median Regional District Per Meeting Payments	Per Meeting Payment Based on Philosophy		
	Remuneration	Expense Allowance	Total
$212	$142	$70	$212

CRD's per meeting fee for Alternate Directors is currently $110 and therefore should be increased by $102.

Annual Cost-of-Living Adjustments

The CRD Board Remuneration Philosophy states that stipends are to be adjusted annually based on the Victoria Consumer Price Index (CPI). This approach is a common practice among the comparison organizations. All regional districts apply annual increases linked to CPI, and most municipalities follow a similar approach, with only a few using alternative methodologies.

Recognizing its alignment with both the CRD's stated Philosophy and prevailing market practice, WCBC recommends that CRD continue to determine annual adjustments based on CPI.

Summary of Conclusions

The following table summarizes the above conclusions.

	Remuneration	Expense Allowance	Total
Annual Stipends			
CRD/CRHD Board Directors	$18,845	$9,105	$27,590
Additional Stipends			
Electoral Area Directors	$39,729	$19,567	$59,295
CRD Board Chair	$24,120	$11,880	$36,000
CRD Board Vice-Chair	$5,113	$2,518	$7,631
CRHD Board Chair	$5,113	$2,518	$7,631
Commission Chairs	$2,773	$1,366	$4,139
Board Standing Committee Chair	$2,773	$1,366	$4,139
Additional Board Standing Committee(s)	$5,113	$2,518	$7,631
Salt Spring Island Local Community Commissioner	$10,167	$5,008	$15,175
Per Meeting Payments			
Alternate Directors	$142	$70	$212

We would be pleased to discuss this report with you.

Yours sincerely,

Barry D. Cook

Linda M. Reid

Conclusion to Board (Apr 2026).docx

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REPORT TO JUAN DE FUCA WATER DISTRIBUTION COMMISSION
MEETING OF TUESDAY, SEPTEMBER 15, 2026

SUBJECT **Remuneration for Juan de Fuca Water Distribution Commissioners**

ISSUE SUMMARY

The Capital Regional District Board recently updated its remuneration policy for members of CRD Boards and Commissions. Pursuant to the new policy provisions, the Juan de Fuca Water Distribution Commission (JDFWDC) must consider whether it wishes to remunerate Commissioners by providing per meeting payments.

BACKGROUND

The Capital Regional District (CRD) Board Remuneration and Travel Expense Reimbursement Policy (Policy) was reviewed earlier this year using the external consulting firm of Western Compensation and Benefits Consultants, and changes to the Policy were adopted for implementation on January 1, 2027.

Under the new provisions of the Policy, remuneration is provided to all CRD Board Dirunectors, Commissioners of the Regional Water Supply Commission and Commissioners of the Salt Spring Island Local Community Commission. Commissioners of delegated Commissions are eligible for per meeting remuneration payments, at a prescribed rate established in the policy, where approved by the Commission and Regional Board.

On June 10, 2026, the CRD Board resolved the following:

1. *That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and*
2. *That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and*
3. *That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.*
4. *That the review occurs in the final year of each Board term to take effect for the following Board term.*

As a result, the CRD Board is requesting that each delegated CRD Commission approve by resolution whether Commissioners receive per meeting payments, at the Board-approved per meeting rate of two hundred twelve dollars ($212) per meeting, to be paid from the Commission's service budget.

ALTERNATIVES

Alternative 1
The Juan de Fuca Water Distribution Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Juan de Fuca Water Distribution Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $6,784 for per meeting payments to Commissioners.

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

Several CRD Commissions have expressed interest in providing a per meeting payment in recognition of the significant time commitment and expectations of Commissioners. Currently, per meeting payments for the JDFWDC are limited to Commissioners who are Directors of the Regional Board. Effective January 1, 2027, Directors will no longer be eligible for per meeting payments under the updated Policy unless a resolution is passed to remunerate all Commissioners.

The Policy's amended Schedule 1 contains a new Section 15, for Commissioners where approved by the Board and Commission, to be eligible for per meeting payments of $212 consisting of:
1. $142 per meeting remuneration for attendance; and
2. Up to $70 reimbursement per meeting for eligible expenses.

Financial Implications

The JDFWDC has four regularly scheduled meetings annually, with eight appointed Commissioners. Assuming full attendance, the Commission would require $1,696 per meeting, up to a maximum of $6,784 annually from its service budget. Special meetings would be in addition to this amount. The financial impact to the service budget is not expected to be significant, as the maximum annual cost of $6,784 for regularly scheduled meetings is relatively low compared to overall service expenditures.

CONCLUSION

The Capital Regional District Board has requested that delegated Commissions, including the Juan de Fuca Water Distribution Commission, consider the updated provisions in the CRD Board Remuneration and Travel Expense Reimbursement Policy and confirm whether all Commissioners of the JDFWDC be eligible to receive per meeting payments as remuneration for their attendance at Commission meetings.

RECOMMENDATION

The Juan de Fuca Water Distribution Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Juan de Fuca Water Distribution Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.

2. That the 2027-2031 Financial Plan be updated to include an annual cost of $6,784 for per meeting payments to Commissioners.

Submitted by:	Marlene Lagoa, MPA, Senior Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Alicia Fraser, P. Eng., General Manager, Infrastructure and Water Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Staff Report to Board (June 10, 2026) – 2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JUNE 10, 2026

SUBJECT **2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update**

ISSUE SUMMARY

To provide the updated CRD Board Remuneration and Travel Expense Reimbursement Policy, effective the 2027-2030 CRD Board term.

BACKGROUND

The CRD Board has approved a CRD Board Remuneration and Travel Expense Reimbursement Policy ("Policy"). This Policy applies to CRD Board Directors, Commission members, First Nations Members, and certain Board appointees to external Boards. The Policy was initially established in 2016 and is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. As a foundation of the Policy, the remuneration philosophy established by the CRD Board is as follows:

1. a base Director annual stipend as the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments;

2. an additional annual stipend to Electoral Area Directors to provide overall remuneration consistent with the average (median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments;

3. an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees;

4. additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission;

5. per meeting payments to Alternate Directors consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible; and

6. that the annual cost of living adjustment based on the Victoria Consumer Price Index (CPI) continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

The regular review of the Policy was undertaken in early 2026 and the results of that review were presented to the CRD Board on May 13, 2026 (Appendix B). At that Board meeting, the Board moved:

> *That with the information and recommendations as provided by the consultants at the meeting of May 13, 2026, that staff be directed to update the CRD Board Remuneration and Travel Expense Policy for CRD Board consideration.*

Staff have updated the Policy with the information from the consultants to be effective starting the 2027-2030 CRD Board term (Appendix A).

In the Policy update starting in January 2027, staff are recommending that the remuneration philosophy be amended to remove the additional stipend paid the CRD Directors appointed to local and sub-regional Commissions, and rather enable Commissions to consider payment to all Commissioners from service budgets at the per meeting rate should they elect to do so and where approved by the CRD Board.

ALTERNATIVES

Alternative 1

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Alternative 2

1. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
2. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 3

The Capital Regional District Board approve that the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 4

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

IMPLICATIONS

Alignment with Existing Plans & Strategies
The CRD Board established a comprehensive remuneration Policy. The Policy ensures relative market consistency based on the overall remuneration philosophy. On May 13, 2026 the CRD Board approved the consultant's recommendations for remuneration effective January 1, 2027, requiring updates to the Policy.

Since the Policy was implemented, several CRD Commissions have expressed desire in considering per meeting payments recognizing the significant commitment and expectations of many Commissioners. Currently payments to commissions are permitted as follows: the Regional Water Supply Commissioners receive per meeting payments; CRD Board Directors appointed to a local or sub-regional Commission are eligible for per meeting payments; and the elected Salt Spring Island Local Community Commissioners receive annual stipends. Concern from some Commissions have been raised that this model of payment has created inconsistency.

Financial Implications
The approved implementation date for remuneration adjustments would be for the new Board term 2027-2030, starting in January 2027. Based on current level of effort, total 2027 remuneration aligned with Policy would be adjusted by approximately: $140,000 for the Board expenditure service; $50,000 for Electoral Areas; and $25,000 for the Regional Water Supply. Remuneration for the calendar years 2028-2030 would be adjusted based on the year end Victoria Consumer Price Index in accordance with Policy. Mileage and related allowances are updated annually and will continue to be incorporated into the Policy once these are determined by the Government of Canada.

Should meeting payments for Commissioners be approved, the per meeting costs at the per meeting rate would be budgeted within service budgets, with actual costs subject to the numbers of Commissioners, the number of annual meetings, and attendance.

CONCLUSION

The CRD Board has established a CRD Board Remuneration and Travel Expense Reimbursement Policy. The Policy is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. In a review of the comparable organizations, it has been determined that adjustments to remuneration are required and that the Policy be updated accordingly to be commensurate with the 2027-2030 Board term. Staff have updated the Policy based on the direction of the CRD Board.

RECOMMENDATION

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager, People, Safety and Culture
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: CRD Board Remuneration and Travel Expense Reimbursement Policy (effective January 1, 2027) (redlined)
Appendix B: CRD Board Remuneration and Travel Expense Report, Western Compensation and Benefits Consultants, April 23, 2026

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CAPITAL REGIONAL DISTRICT
BOARD POLICY

Policy Type	*Board*		
Section	*Executive Services, People, Safety & Culture (PS&C)*		
Title	**BOARD REMUNERATION AND TRAVEL EXPENSE REIMBURSEMENT**		
Adoption Date	September 9, 2015	Policy Number	BRD03
Last Amended	~~January 20~~TBD, 2026	Amended By	~~PS&C~~Board
Policy Owner	People, Safety & Culture (PS&C)		

1. POLICY:

Board of Directors Remuneration and Travel Expense Policy.

2. PURPOSE:

To outline the Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Boards.

4. DEFINITIONS:

"**Board Remuneration**": means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

5. PROCEDURE:

Human Resources, in consultation with Finance and Technology and Corporate Services, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the Capital Regional District (CRD) Board.

a) All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Policy - Schedule 1.

b) Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.

c) The remuneration amounts will be adjusted annually, by Financial Services, based on the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.

d) The remuneration structure will be reviewed periodically as directed by the Board.

6. SCHEDULES:

1. CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY
2. REMUNERATION ELIGIBILITY TABLE
3. CRD BOARD REMUNERATION PHILOSOPHY

7. AMENDMENTS:

Adoption Date	Description
September 9, 2015 (Revised April 18, 2016)	*Approved by the Board*
April 12, 2017 *(eff. January 1, 2017)*	*Amendment 1, approved by the Board*
May 9, 2018 *(eff. January 1, 2019)*	*Amendment 2, approved by the Board*
February 10, 2020 *(Schedule 1 and 2 updates)*	*Amendment 3, approved by Human Resources (eff Jan.2020 Schedule 1; Dec.2019 Schedule 2)*
January 13, 2021 *(Schedule 2 update)*	*Amendment 4, approved by the Board*
February 2, 2021 *(Schedule 1 update)*	*Amendment 5, approved by Human Resources (eff. Jan.2021)*
January 24, 2022 *(Schedule 1 update)*	*Amendment 6, approved by Human Resources (eff. Jan.2022)*
January 20, 2023 *(Schedule 1 update)*	*Amendment 7, approved by Human Resources (eff. Jan.2023)*
June 2023	*Amendment 8, approved by the Board (eff. June 2023)*
January 19, 2024 *(Schedule 1 update)*	*Amendment 9, approved by Human Resources (eff. Jan.2024)*
December 11, 2024	*Amendment 10, approved by the Board (eff. Jan.1, 2025 - Schedule 1: SSI Electoral Area Director, Local Community Commission Commissioner)*
January 22, 2025 *(Schedule 1 update)*	*Amendment 11, approved by Human Resources (eff.Jan. 2025)*

January 20, 2026 *(Schedule 1 update)*	*Amendment 12, approved by People, Safety & Culture (eff.Jan.2026)*
TBD, 2026 *(Schedule 1 update; Schedule 2 update; Schedule 3 update)*	*Amendment 13, approved the the Board (eff. Jan.2027)*

8. REVIEWS:

Review Date	**Description:**
Annually	*Review annually for schedule(s) update*

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

- *Bylaw No. 3828, "Board Procedures Bylaw, 2012"*

SCHEDULE 1

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

Effective January 1, 2026
(E&OE)

		REMUNERATION	EXPENSE ALLOWANCE	TOTAL
	ANNUAL STIPENDS Paid periodically throughout the year (currently, biweekly)			
1	**CRD / CRHD Board Directors** *Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments* **where defined as a standing committee in bylaws or terms of reference AND members are appointed by the Board Chair*	~~16,347~~18,845	~~8,174~~9,105	~~**24,521**~~**27,590**
2	**Electoral Area Directors (additional)** - **JDF Electoral Area; SGI Electoral Area** - **SSI Electoral Area**	~~31,512~~39,729 ~~24,692~~32,874	~~15,756~~19,567 ~~12,346~~16,191	~~**47,268**~~**59,295** ~~**37,038**~~**49,065**
3	**CRD Board Chair** (additional)	~~24,042~~21,120	~~12,021~~11,880	~~**36,063**~~**36,000**
4	**CRD Board Vice-Chair** (additional)	~~4,807~~5,113	~~2,404~~2,518	~~**7,211**~~**7,631**
5	**CRHD Board Chair** (additional) *(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
6	**Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair** (additional) *(when appointed by CRD Board Chair)*	~~2,405~~2,773	~~1,202~~1,366	~~**3,607**~~**4,139**
7	**Additional Board Standing Committee(s)** (additional) *(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
8	**Salt Spring Island Local Community Commissioner** *(Payable to all elected LCC commissioners, except the Electoral Area Director)*	~~8,954~~10,167	~~4,477~~5,008	~~**13,431**~~**15,175**
	PER MEETING PAYMENTS Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance **(see Footnote 2 – Eligibility Verification)**			
9	**Alternate CRD/CRHD Board Director and Acting Standing Committee Chair**	~~73~~142	~~37~~70	~~**110**~~**212**
~~10~~	~~**CRD Board Directors - Local & Sub-Regional Commission/Committee Meetings**~~ ~~Does not apply when:~~ ~~i. Commission /Committee within the responsibilities of the Electoral Area Director~~ ~~ii. Remuneration is already paid by the Commission~~ ~~iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other~~	~~73~~	~~37~~	~~**110**~~

~~11~~ 10	**First Nation Member appointees to eligible CRD Committee**	142~~73~~	70~~37~~	~~**110**~~**212**
~~12~~ 11	**CRD Board Directors – appointed by CRD to External Board** Does not apply when: i. External Board falls within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the External Board iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other	142~~73~~	70~~37~~	~~**110**~~**212**
~~13~~ 12	**CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area** Applies only when: a. Attendance at a JDFEA land use committee meeting of which the director is a member b. Attendance at any land use public hearing of the JDFEA regarding an area where the director is eligible to vote on decisions at the CRD Board Does not apply to the Electoral Area Director	142~~73~~	70~~37~~	~~**110**~~**212**
~~14~~ 13	**Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director**	142~~73~~	70~~37~~	~~**110**~~**212**
~~15~~ 14	**All Commissioners - Regional Water Supply Commission**	142~~73~~	70~~37~~	~~**110**~~**212**
15	**Commissioners – where approved by the Board and Commission**	142	70	**212**
16	**Forum of Councils – First Nations, Municipal Councilors and Directors**	142~~73~~	70~~37~~	~~**110**~~**212**
	TRAVEL EXPENSES **(see Footnote 3 regarding claim process)**			
17	**All Director, LCC Commissioner, or First Nation Member Travel - to and from meetings where the Director, LCC Commissioner or First Nation Member is a member**	$0.67	Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees	
	DIRECTOR TRAVEL Within Capital Region/Vancouver Island and Lower Mainland			
18	**Travel by Personal Automobile**	$0.67	Per kilometre	
19	**Travel by Bus, Train, Ferry, Air (economy class)**	Actual expense	Payable upon receipt	
	DIRECTOR TRAVEL Outside Capital Region/Vancouver Island and Lower Mainland			
20	**Travel by Personal Automobile**	$0.67	Per kilometre	
21	**Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)**	Actual expense	Payable upon receipt	

22	**Electoral Area Director Travel - within Electoral Area**	$0.67	For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business
23	**CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs**	$0.67	For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents
	MEALS		
24	**For Travel Requiring Greater-Than 24 Hours from Place of Residence**	$84.00	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence		
25	- Breakfast	$18.00	See Footnote 1
26	- Lunch	$24.00	See Footnote 1
27	- Dinner	$42.00	See Footnote 1
	OTHER		
28	**Seminars, Courses, Conferences, Meetings**	Actual Cost	Registration Fees paid for single participation (Receipt required)
29	**Accommodation**	Actual Cost	Based on single occupancy
30	**Taxi Expenses**	Actual Cost	Receipts are required
31	**Long Distance Telephone Calls**	Actual Cost	Receipts are required

FOOTNOTES

(1) Meal payments will be paid as follows:

If Departure Prior to:	7:00am	Breakfast, Lunch, Dinner
	12:00noon	Lunch, Dinner
	6:00pm	Dinner
If Return After:	12:30pm	Breakfast, Lunch
	6:00pm	Breakfast, Lunch, Dinner

(2) Eligibility Verification:
For attendance at meetings, seminars, courses, conferences and/or meetings outside of CRD facilities, claimants will confirm their attendance on the CRD Travel Expense Report Claim form and eligibility of expense claims will be approved by Legislative Services.

(3) Travel Expense Claims Process:
Claims for travel expenses are submitted *to Legislative Services* for approval on the CRD Travel Expense Report Claim form within thirty (30) *calendar days* of the period in which the expenses were incurred.

SCHEDULE 2

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Director Remuneration Eligibility Table

(E&OE)

Regional Board and Standing Committees	See Footnote
Capital Regional District Board	1
Capital Regional Hospital District Board	1
Capital Region Housing Corporation Board	1, 6
Climate Action Inter-Municipal Task Force	7
Committee of the Whole	1
Core Area Liquid Waste Management Committee	1, 2, 8
Electoral Areas Committee	1, 2, 8
Environmental Services Committee	1, 2, 8
Finance Committee	1, 2, 8
Governance and First Nations Relations Committee	1, 2, 8
Hospitals and Housing Committee	1, 2, 8
Planning and Protective Services Committee	1, 2, 8
Regional Parks Committee	1, 2, 8
Solid Waste Advisory Committee	7
Transportation Committee	1, 2, 8

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

8. Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed $8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific Committee Terms of Reference allow.

~~Director~~ Appointments to Local & Subregional Commissions	See Footnote
Accessibility Advisory Committee	7
Arts Advisory Council	7
Arts Commission	4,6
Beddis Water Service Commission	4
Cedar Lane Water Service Commission	4
Cedars of Tuam Water Service Commission	4
East Sooke Fire Protection and Emergency Response Service Commission	4
East Sooke Advisory Planning Commission	4
Fernwood and Highland Water Local Service Commission	4
Fulford Water Service Commission	4
Galiano Island Parks and Recreation Commission	4
Ganges Sewer Local Services Commission	4
Juan de Fuca Board of Variance	4
Juan de Fuca Electoral Area Parks and Recreation Advisory Commission	4
Juan de Fuca Land Use Committee	4
Juan de Fuca Water Distribution Commission	4
Lyall Harbour/Boot Cove Water Local Services Committee	4
Magic Lake Estates Water and Sewer Committee	4
Malahat Advisory Planning Commission	4
Malahat Fire Protection and Emergency Response Service Commission	4
Maliview Sewer Local Service Commission	4
Mayne Island Parks and Recreation Commission	4
North Galiano Fire Protection and Emergency Response Service Commission	4
Otter Point Advisory Planning Commission	4
Otter Point Fire Protection and Emergency Response Service Commission	4
Pender Islands Parks and Recreation Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Peninsula Recreation Commission	~~3~~6
Port Renfrew Fire Protection and Emergency Response Service Commission	4
Port Renfrew Utility Services Committee	4
Regional Transportation Advisory Committee	7
Regional Water Supply Commission	5
Saanich Peninsula Wastewater Commission	~~3~~6
Saanich Peninsula Water Commission	~~3~~6
Salt Spring Island Local Community Commission	1,4
Saturna Island Parks and Recreation Commission	4
Shirley Fire Protection and Emergency Response Service Commission	4
Shirley/Jordan River Advisory Planning Commission	4
Skana Water Service Committee	4
Sooke and Electoral Area Parks and Recreation Commission	~~3,~~4,6
Southern Gulf Islands Community Economic Sustainability Commission	4
Southern Gulf Islands Electoral Area Emergency Advisory Commission	4
Southern Gulf Islands Harbours Commission	4
Southern Gulf Islands Public Library Commission	4
Sticks Allison Water Local Service Committee	4
Surfside Park Estates Water Service Committee	4
Victoria Family Court and Youth Justice Committee	6
Water Advisory Committee	6
Wilderness Mountain Water Service Commission	4
Willis Point Advisory Planning Commission	4
Willis Point Fire Protection and Recreation Facilities Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Regional Board Appointments to External Boards	See Footnote
Capital Region Emergency Services Telecommunications	5
Greater Victoria Coalition to End Homelessness Society	6
Greater Victoria Harbour Authority Board	3,5
Greater Victoria Labour Relations Association	3
ICET – Island Costal Economic Trust Central South Island Regional Advisory Committee	6
Island Corridor Foundation Board	5
Municipal Finance Authority	5
Pender Islands' Fire Protection Society	4
South Island Reconciliation Advisory Committee	3
Royal and McPhersion Theatres Society Advisory Committee	7
Royal and McPherson Theatres Society Board	3
Sooke Historical Society	4
Vacouver Island and Costal Communities Climate Leadership Plan Steering Committee	6
Vancouver Island Regional Library Board	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

SCHEDULE 3

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Board Remuneration Philosophy

(Effective January 1, ~~2016~~2027)

- a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and

- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and

- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and

- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair ~~*[amended effective January 1, 2017]*~~; and CRD Directors who are involved on more than two Standing Committees; and

- an annual stipend to Commissioners of the Salt Spring Island Local Community Commission as a percentage of the base CRD Director annual stipend and which recognizes all responsibilities of a Commissioner; and

- per meeting payments to CRD Directors appointed to ~~local and sub-regional Commissions and~~ external boards (except where remuneration is already paid and/or not eligible); and

- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and

- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

WCBC Western Compensation & Benefits Consultants
Compensation · Benefits · Executive Remuneration · Pensions · Investment · Actuarial Services

Suite 502, 595 Howe Street
Vancouver, British Columbia V6C 2T5
Tel: 604-683-9155
www.wcbc.ca

April 23, 2026

Mr. Chris Neilson
Senior Manager - People, Safety & Culture
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Via E-Mail [cneilson@crd.bc.ca]

Dear Chris:

We are pleased to present our conclusions, informed by the Capital Regional District's ("CRD") Board Remuneration Philosophy and based on the results of the market survey regarding remuneration for members of the CRD Board of Directors.

Background

The CRD is a regional government which serves approximately 440,000 residents from three electoral areas and 13 municipal governments throughout the Capital Region. The CRD is governed by a 24-member Board of Directors, who also serve as members of the Regional Hospital Board and the Capital Region Housing Corporation Board. The CRD Board is comprised of Municipal Directors who are appointed by their respective municipal councils, along with Directors from the electoral areas. CRD governance also includes Commissioners for a significant number of sub-regional and local area services.

The CRD Board Remuneration and Travel Expense Policy ("Policy") applies to CRD Directors and Alternates, certain Commissioners and other elected or appointed officials. The Policy specifies a review will be undertaken every three to five years to ensure remuneration remains comparable. Western Compensation & Benefits Consultants ("WCBC") was retained by the CRD to conduct the market comparison review in 2026 and ensure appropriate alignment with the philosophy statements in the Policy.

Western Compensation & Benefits Consultants

WCBC is a Canadian consulting firm founded in Vancouver over 40 years ago, serving clients across Canada and internationally. The firm provides advice on all aspects of compensation and benefits, as well as related human resources matters. WCBC's professional staff hold relevant degrees and recognized designations in areas such as human resources, compensation, group benefits, accounting, economics, and management consulting. The firm has extensive experience working with organizations in the public, private, and not-for-profit sectors, supporting the development of practical, evidence-based compensation programs. WCBC has successfully provided compensation consulting assistance to a wide range of BC regional districts, municipalities and related entities.

Work Completed

To assess whether the remuneration provided for the CRD Board of Directors aligns with the CRD Board Remuneration Philosophy, WCBC completed the following tasks.

Discussions With CRD

At the outset of the project, WCBC had discussions with CRD's Senior Manager, People, Safety & Culture. WCBC obtained and reviewed background information and documentation on CRD's current board remuneration and travel expense policy and discussed appropriate comparison organizations.

Conducted Market Survey

WCBC prepared survey materials and subsequently contacted and included the following seven regional districts and 13 member municipalities in the market survey.

Regional District	Municipality
♦ Comox Valley Regional District	♦ City of Colwood
♦ Fraser Valley Regional District	♦ City of Langford
♦ Regional District of Fraser-Fort George	♦ City of Victoria
♦ Regional District of Nanaimo	♦ District of Central Saanich
♦ Regional District of North Okanagan	♦ District of Highlands
♦ Regional District of Okanagan-Similkameen	♦ District of Metchosin
♦ Sunshine Coast Regional District	♦ District of North Saanich
	♦ District of Oak Bay
	♦ District of Sooke
	♦ District of the Corporation of Saanich
	♦ Town of Sidney
	♦ Township of Esquimalt
	♦ View Royal

Completed Analysis and Prepared Report

WCBC compared the CRD's current remuneration, expense reimbursement, and related practices to those of the survey organizations. Following a discussion with the Senior Manager, People, Safety & Culture, WCBC developed the conclusions set out herein to support alignment with the CRD Board Remuneration Philosophy.

Conclusions

The following conclusions are based on the CRD's Board Remuneration Philosophy, as established by the CRD Board. In developing the conclusions, WCBC considered the results of the market survey, the extent to which current and proposed remuneration aligns with the stated Philosophy, and where appropriate, the existing relationships between roles to ensure internal consistency. Each component of remuneration is addressed below, with reference to the relevant Philosophy provisions supporting the conclusions.

Base Director

The CRD Board Remuneration Philosophy states that a base Director annual stipend should be the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments.

The results of the market survey and the resulting conclusions are set out below:

	Annual Stipend Based on Philosophy		
Median Paid to CRD Member Councillors	**Remuneration**	**Expense Allowance**	**Total**
$27,590	$18,845	$9,105	$27,590

CRD's base Director's annual stipend is currently $24,521. However, in accordance with the Philosophy it should be $27,590. Therefore, a base Director's annual stipend should be increased by $3,069.

Electoral Area Directors

The CRD Board Remuneration Philosophy states that an additional annual stipend for Electoral Area Directors should provide overall remuneration consistent with the average (applied as median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments.

The results of the market survey and the resulting conclusions are set out below:

	Additional Annual Stipend Based on Philosophy		
Median Paid to CRD Member Mayors	**Remuneration**	**Expense Allowance**	**Total**
$59,295	$39,729	$19,567	$59,295

CRD's annual stipend for Electoral Directors (other than the SSI Electoral Area Director) is currently $47,268 and therefore it should be increased by $12,027.

CRD Board Chair

The CRD Board Remuneration Philosophy states that an additional annual stipend for the CRD Board Chair should be consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees.

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$36,000	$24,120	$11,880	$36,000

The CRD Board Chair's annual stipend is currently $36,063 and therefore it should be decreased by $63.

Other Additional Annual Stipends

The CRD Board Remuneration Philosophy states that additional annual stipends should recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; Standing Committee Chairs; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission.

Each additional annual stipend is discussed below.

CRD Board Vice-Chair

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Vice-Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$7,631	$5,113	$2,518	$7,631

The CRD Board Vice-Chair's annual stipend is currently $7,211 and therefore it should be increased by $420.

Capital Region Hospital District Chair

The CRD compensates the Capital Region Hospital District ("CRHD") Chair at the same level as the CRD Board Vice-Chair. Among the comparison regional districts, most compensate their Hospital District Chair at a level below that of the Vice-Chair, with one regional district providing higher remuneration for the role. If the median of the comparator group were used as the basis for determining remuneration, the CRHD Chair compensation would be approximately half of its current level. WCBC has considered the relationship between the

roles on the CRD Board of Directors and concluded that maintaining the remuneration provided for the CRHD Chair at the same level as the CRD Board Vice-Chair would be appropriate.

CRD Directors Appointed as Commission Chairs

The CRD provides an additional annual stipend to CRD Directors appointed as Commission Chairs when such Commission Chair appointment is made directly by the CRD Board Chair.

No direct comparisons for this role were identified among the regional districts surveyed. Accordingly, WCBC considered the existing relationship between the Commission Chairs additional annual stipend and the base Director annual stipend. At present, Commission Chairs receive an additional annual stipend that is approximately 15% lower than the base Director annual stipend.

Applying this same relationship, the resulting conclusions are set out below:

15% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$4,139	$2,773	$1,366	$4,139

CRD's annual stipend for Commission Chairs is currently $3,607 and therefore should be increased by $532.

Standing Committee Chairs

As discussed earlier herein, the base Director stipend covers service on up to two Standing Committees. Where the CRD Board Chair appoints a Director as a Standing Committee Chair and the Director's total committee commitments exceed two, an additional annual stipend is provided.

The CRD provides an additional stipend for Standing Committee Chairs, set at the same level as the Commission Chairs additional annual stipend, where applicable. Among the comparison regional districts, additional compensation for committee chair roles is uncommon, and where such compensation exists, it is in the form of a fee per meeting attended. If the comparison group were used as the basis for determining this additional stipend, the resulting amount would be significantly lower than the current level. WCBC has considered the relationship between roles on the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Chair additional annual stipend aligns with the Commission Chair additional annual stipend would be appropriate.

CRD Directors Involved on More Than Two Standing Committees

Where a CRD Director's membership exceeds two Standing Committees, an additional annual stipend is provided.

The CRD provides an additional annual stipend for Standing Committee Members, set at the same level as the CRD Board Vice-Chair stipend, where applicable. There are no comparisons for this among the regional districts. WCBC has considered the relationship

between roles at the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Member additional annual stipend aligns with the CRD Board Vice-Chair additional annual stipend would be appropriate.

Commissioners of the Salt Spring Island Local Community Commission

The CRD provides an additional stipend to members of the Salt Spring Island Local Community Commission ("LCC"). This stipend is paid to all elected LCC Commissioners, excluding Electoral Area Directors.

No direct comparators for this role were identified among the regional districts included in the market survey. Accordingly, WCBC considered the existing relationship between the LCC Commissioner additional annual stipend and the base Director annual stipend. At present, LCC Commissioners receive an annual stipend that is approximately equal to 55% of the base Director amount.

Applying this same relationship, the resulting conclusions are set out below:

55% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$15,175	$10,167	$5,008	$15,175

CRD's annual stipend for the Salt Spring Island Local Community Commissioners is currently $13,431 and therefore it should be increased by $1,744.

Alternate Directors

The CRD Board Remuneration Philosophy states that per meeting payments to Alternate Directors should be consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

The results of the market survey and the resulting conclusions are set out below:

Median Regional District Per Meeting Payments	Per Meeting Payment Based on Philosophy		
	Remuneration	Expense Allowance	Total
$212	$142	$70	$212

CRD's per meeting fee for Alternate Directors is currently $110 and therefore should be increased by $102.

Annual Cost-of-Living Adjustments

The CRD Board Remuneration Philosophy states that stipends are to be adjusted annually based on the Victoria Consumer Price Index (CPI). This approach is a common practice among the comparison organizations. All regional districts apply annual increases linked to CPI, and most municipalities follow a similar approach, with only a few using alternative methodologies.

Recognizing its alignment with both the CRD's stated Philosophy and prevailing market practice, WCBC recommends that CRD continue to determine annual adjustments based on CPI.

Summary of Conclusions

The following table summarizes the above conclusions.

	Remuneration	Expense Allowance	Total
Annual Stipends			
CRD/CRHD Board Directors	$18,845	$9,105	$27,590
Additional Stipends			
Electoral Area Directors	$39,729	$19,567	$59,295
CRD Board Chair	$24,120	$11,880	$36,000
CRD Board Vice-Chair	$5,113	$2,518	$7,631
CRHD Board Chair	$5,113	$2,518	$7,631
Commission Chairs	$2,773	$1,366	$4,139
Board Standing Committee Chair	$2,773	$1,366	$4,139
Additional Board Standing Committee(s)	$5,113	$2,518	$7,631
Salt Spring Island Local Community Commissioner	$10,167	$5,008	$15,175
Per Meeting Payments			
Alternate Directors	$142	$70	$212

We would be pleased to discuss this report with you.

Yours sincerely,

Barry D. Cook

Linda M. Reid

Conclusion to Board (Apr 2026).docx

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REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, SEPTEMBER 24, 2026

SUBJECT **Remuneration for Peninsula Recreation Commissioners**

ISSUE SUMMARY

The Capital Regional District (CRD) Board recently updated its remuneration policy for members CRD Boards and Commissions. Pursuant to the new policy provisions, the Peninsula Recreation Commission (PRC) must consider whether it wishes to remunerate Commissioners by providing per meeting payments to all Commissioners beginning January 1, 2027.

BACKGROUND

The CRD Board Remuneration and Travel Expense Reimbursement Policy (Policy) was reviewed earlier this year using the external consulting firm of Western Compensation and Benefits Consultants, and changes to the Policy were adopted for implementation on January 1, 2027.

The amended Policy permits delegated Commissions to determine whether per meeting remuneration will be provided to Commissioners. Commissioners of delegated commissions are eligible for per meeting remuneration payments, at a prescribed rate established in the Policy, where approved by the Commission and Regional Board.

On June 10, 2026, the CRD Board resolved the following:

1. *That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and*
2. *That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and*
3. *That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.*
4. *That the review occurs in the final year of each Board term to take effect for the following Board term.*

As a result, the CRD Board is requesting that each delegated CRD Commission consider by resolution whether Commissioners receive per meeting payments, at the Board-approved per meeting rate of two hundred twelve dollars ($212) per meeting, to be paid from the Commission's service budget.

ALTERNATIVES

Alternative 1
The Peninsula Recreation Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Peninsula Recreation Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of up to $20,988 for per meeting payments to Commissioners.

Alternative 2
That the Peninsula Recreation Commission recommend that Commissioners not receive per meeting remuneration under the CRD Board Remuneration and Travel Expense Reimbursement Policy.

IMPLICATIONS

Alignment with Existing Plans & Strategies

Several CRD Commissions have expressed interest in providing a per meeting payment in recognition of the significant time commitment and expectations of Commissioners. Currently, per meeting payments for the PRC are limited to Commissioners who are Directors of the Regional Board and who have chosen to receive these payments. Effective January 1, 2027, Directors will no longer be eligible for per meeting payments under the updated Policy unless a resolution is passed to remunerate all Commissioners.

The Policy's amended Schedule 1 contains a new Section 15 for Commissioners to be eligible for per meeting payments of $212 consisting of:
1. $142 per meeting remuneration for attendance; and
2. Up to $70 reimbursement per meeting for eligible expenses.

Financial Implications

The estimated annual cost of $20,988 assumes 11 regular meetings and full attendance by nine Commissioners. This also assumes that July and August meetings occur however, these are currently at the call of the Chair. Additional special meetings would increase this amount. The remuneration cost would be funded through the Commission's operating budget and subject to the existing funding formula of 50% requisition and 50% user fees.

If approved, this request would increase the 2027 requisition by approximately 0.34%, raising the overall increase from 7.23% to 7.57%. The Commission approved a requisition of $6,516,943 at its August 27, 2026, meeting. Approval of this amendment would increase the total requisition to $6,537,931.

CONCLUSION

The CRD Board has requested that delegated Commissions determine whether Commissioners will be eligible to receive per meeting remuneration under the updated CRD Board remuneration and Travel Expense Reimbursement Policy. Should the Commission choose to authorize remuneration, the estimated annual budget impact would be $20,988. Alternatively, the Commission may choose not to remunerate all Commissioners as proposed.

RECOMMENDATION

The Peninsula Recreation Commission recommends to the Capital Regional District Board:
1. That effective January 1, 2027, all Commissioners of the Peninsula Recreation Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $20,988 for per meeting payments to Commissioners.

Submitted by:	Steve Meikle, M.A., Senior Manager, Panorama Recreation
Concurrence:	Glenn Harris, PhD, Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Staff Report to Board (June 10, 2026) – 2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JUNE 10, 2026

SUBJECT **2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update**

ISSUE SUMMARY

To provide the updated CRD Board Remuneration and Travel Expense Reimbursement Policy, effective the 2027-2030 CRD Board term.

BACKGROUND

The CRD Board has approved a CRD Board Remuneration and Travel Expense Reimbursement Policy ("Policy"). This Policy applies to CRD Board Directors, Commission members, First Nations Members, and certain Board appointees to external Boards. The Policy was initially established in 2016 and is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. As a foundation of the Policy, the remuneration philosophy established by the CRD Board is as follows:

1. a base Director annual stipend as the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments;

2. an additional annual stipend to Electoral Area Directors to provide overall remuneration consistent with the average (median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments;

3. an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees;

4. additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission;

5. per meeting payments to Alternate Directors consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible; and

6. that the annual cost of living adjustment based on the Victoria Consumer Price Index (CPI) continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

The regular review of the Policy was undertaken in early 2026 and the results of that review were presented to the CRD Board on May 13, 2026 (Appendix B). At that Board meeting, the Board moved:

> *That with the information and recommendations as provided by the consultants at the meeting of May 13, 2026, that staff be directed to update the CRD Board Remuneration and Travel Expense Policy for CRD Board consideration.*

Staff have updated the Policy with the information from the consultants to be effective starting the 2027-2030 CRD Board term (Appendix A).

In the Policy update starting in January 2027, staff are recommending that the remuneration philosophy be amended to remove the additional stipend paid the CRD Directors appointed to local and sub-regional Commissions, and rather enable Commissions to consider payment to all Commissioners from service budgets at the per meeting rate should they elect to do so and where approved by the CRD Board.

ALTERNATIVES

Alternative 1

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Alternative 2

1. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
2. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 3

The Capital Regional District Board approve that the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 4

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

IMPLICATIONS

Alignment with Existing Plans & Strategies
The CRD Board established a comprehensive remuneration Policy. The Policy ensures relative market consistency based on the overall remuneration philosophy. On May 13, 2026 the CRD Board approved the consultant's recommendations for remuneration effective January 1, 2027, requiring updates to the Policy.

Since the Policy was implemented, several CRD Commissions have expressed desire in considering per meeting payments recognizing the significant commitment and expectations of many Commissioners. Currently payments to commissions are permitted as follows: the Regional Water Supply Commissioners receive per meeting payments; CRD Board Directors appointed to a local or sub-regional Commission are eligible for per meeting payments; and the elected Salt Spring Island Local Community Commissioners receive annual stipends. Concern from some Commissions have been raised that this model of payment has created inconsistency.

Financial Implications
The approved implementation date for remuneration adjustments would be for the new Board term 2027-2030, starting in January 2027. Based on current level of effort, total 2027 remuneration aligned with Policy would be adjusted by approximately: $140,000 for the Board expenditure service; $50,000 for Electoral Areas; and $25,000 for the Regional Water Supply. Remuneration for the calendar years 2028-2030 would be adjusted based on the year end Victoria Consumer Price Index in accordance with Policy. Mileage and related allowances are updated annually and will continue to be incorporated into the Policy once these are determined by the Government of Canada.

Should meeting payments for Commissioners be approved, the per meeting costs at the per meeting rate would be budgeted within service budgets, with actual costs subject to the numbers of Commissioners, the number of annual meetings, and attendance.

CONCLUSION

The CRD Board has established a CRD Board Remuneration and Travel Expense Reimbursement Policy. The Policy is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. In a review of the comparable organizations, it has been determined that adjustments to remuneration are required and that the Policy be updated accordingly to be commensurate with the 2027-2030 Board term. Staff have updated the Policy based on the direction of the CRD Board.

RECOMMENDATION

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager, People, Safety and Culture
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: CRD Board Remuneration and Travel Expense Reimbursement Policy (effective January 1, 2027) (redlined)
Appendix B: CRD Board Remuneration and Travel Expense Report, Western Compensation and Benefits Consultants, April 23, 2026

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CAPITAL REGIONAL DISTRICT
BOARD POLICY

Policy Type	*Board*		
Section	*Executive Services, People, Safety & Culture (PS&C)*		
Title	**BOARD REMUNERATION AND TRAVEL EXPENSE REIMBURSEMENT**		
Adoption Date	September 9, 2015	Policy Number	BRD03
Last Amended	~~January 20~~TBD, 2026	Amended By	~~PS&C~~Board
Policy Owner	People, Safety & Culture (PS&C)		

1. POLICY:

Board of Directors Remuneration and Travel Expense Policy.

2. PURPOSE:

To outline the Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Boards.

4. DEFINITIONS:

"**Board Remuneration**": means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

5. PROCEDURE:

Human Resources, in consultation with Finance and Technology and Corporate Services, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the Capital Regional District (CRD) Board.

a) All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Policy - Schedule 1.

b) Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.

c) The remuneration amounts will be adjusted annually, by Financial Services, based on the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.

d) The remuneration structure will be reviewed periodically as directed by the Board.

6. SCHEDULES:

1. CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY
2. REMUNERATION ELIGIBILITY TABLE
3. CRD BOARD REMUNERATION PHILOSOPHY

7. AMENDMENTS:

Adoption Date	Description
September 9, 2015 (Revised April 18, 2016)	*Approved by the Board*
April 12, 2017 *(eff. January 1, 2017)*	*Amendment 1, approved by the Board*
May 9, 2018 *(eff. January 1, 2019)*	*Amendment 2, approved by the Board*
February 10, 2020 *(Schedule 1 and 2 updates)*	*Amendment 3, approved by Human Resources (eff Jan.2020 Schedule 1; Dec.2019 Schedule 2)*
January 13, 2021 *(Schedule 2 update)*	*Amendment 4, approved by the Board*
February 2, 2021 *(Schedule 1 update)*	*Amendment 5, approved by Human Resources (eff. Jan.2021)*
January 24, 2022 *(Schedule 1 update)*	*Amendment 6, approved by Human Resources (eff. Jan.2022)*
January 20, 2023 *(Schedule 1 update)*	*Amendment 7, approved by Human Resources (eff. Jan.2023)*
June 2023	*Amendment 8, approved by the Board (eff. June 2023)*
January 19, 2024 *(Schedule 1 update)*	*Amendment 9, approved by Human Resources (eff. Jan.2024)*
December 11, 2024	*Amendment 10, approved by the Board (eff. Jan.1, 2025 - Schedule 1: SSI Electoral Area Director, Local Community Commission Commissioner)*
January 22, 2025 *(Schedule 1 update)*	*Amendment 11, approved by Human Resources (eff.Jan. 2025)*

January 20, 2026 *(Schedule 1 update)*	*Amendment 12, approved by People, Safety & Culture (eff.Jan.2026)*
TBD, 2026 *(Schedule 1 update; Schedule 2 update; Schedule 3 update)*	*Amendment 13, approved the the Board (eff. Jan.2027)*

8. REVIEWS:

Review Date	**Description:**
Annually	*Review annually for schedule(s) update*

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

- *Bylaw No. 3828, "Board Procedures Bylaw, 2012"*

SCHEDULE 1

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

Effective January 1, 2026
(E&OE)

		REMUNERATION	EXPENSE ALLOWANCE	TOTAL
	ANNUAL STIPENDS Paid periodically throughout the year (currently, biweekly)			
1	**CRD / CRHD Board Directors** *Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments* **where defined as a standing committee in bylaws or terms of reference AND members are appointed by the Board Chair*	~~16,347~~18,845	~~8,174~~9,105	~~**24,521**~~**27,590**
2	**Electoral Area Directors (additional)** - **JDF Electoral Area; SGI Electoral Area** - **SSI Electoral Area**	~~31,512~~39,729 ~~24,692~~32,874	~~15,756~~19,567 ~~12,346~~16,191	~~**47,268**~~**59,295** ~~**37,038**~~**49,065**
3	**CRD Board Chair** (additional)	~~24,042~~21,120	~~12,021~~11,880	~~**36,063**~~**36,000**
4	**CRD Board Vice-Chair** (additional)	~~4,807~~5,113	~~2,404~~2,518	~~**7,211**~~**7,631**
5	**CRHD Board Chair** (additional) *(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
6	**Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair** (additional) *(when appointed by CRD Board Chair)*	~~2,405~~2,773	~~1,202~~1,366	~~**3,607**~~**4,139**
7	**Additional Board Standing Committee(s)** (additional) *(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
8	**Salt Spring Island Local Community Commissioner** *(Payable to all elected LCC commissioners, except the Electoral Area Director)*	~~8,954~~10,167	~~4,477~~5,008	~~**13,431**~~**15,175**
	PER MEETING PAYMENTS Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance **(see Footnote 2 – Eligibility Verification)**			
9	**Alternate CRD/CRHD Board Director and Acting Standing Committee Chair**	~~73~~142	~~37~~70	~~**110**~~**212**
~~10~~	~~**CRD Board Directors - Local & Sub-Regional Commission/Committee Meetings**~~ ~~Does not apply when:~~ ~~i. Commission /Committee within the responsibilities of the Electoral Area Director~~ ~~ii. Remuneration is already paid by the Commission~~ ~~iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other~~	~~73~~	~~37~~	~~**110**~~

~~11~~ 10	**First Nation Member appointees to eligible CRD Committee**	142~~73~~	70~~37~~	~~**110**~~**212**
~~12~~ 11	**CRD Board Directors – appointed by CRD to External Board** Does not apply when: i. External Board falls within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the External Board iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other	142~~73~~	70~~37~~	~~**110**~~**212**
~~13~~ 12	**CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area** Applies only when: a. Attendance at a JDFEA land use committee meeting of which the director is a member b. Attendance at any land use public hearing of the JDFEA regarding an area where the director is eligible to vote on decisions at the CRD Board Does not apply to the Electoral Area Director	142~~73~~	70~~37~~	~~**110**~~**212**
~~14~~ 13	**Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director**	142~~73~~	70~~37~~	~~**110**~~**212**
~~15~~ 14	**All Commissioners - Regional Water Supply Commission**	142~~73~~	70~~37~~	~~**110**~~**212**
15	**Commissioners – where approved by the Board and Commission**	142	70	**212**
16	**Forum of Councils – First Nations, Municipal Councilors and Directors**	142~~73~~	70~~37~~	~~**110**~~**212**
	TRAVEL EXPENSES **(see Footnote 3 regarding claim process)**			
17	**All Director, LCC Commissioner, or First Nation Member Travel - to and from meetings where the Director, LCC Commissioner or First Nation Member is a member**	$0.67	Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees	
	DIRECTOR TRAVEL Within Capital Region/Vancouver Island and Lower Mainland			
18	**Travel by Personal Automobile**	$0.67	Per kilometre	
19	**Travel by Bus, Train, Ferry, Air (economy class)**	Actual expense	Payable upon receipt	
	DIRECTOR TRAVEL Outside Capital Region/Vancouver Island and Lower Mainland			
20	**Travel by Personal Automobile**	$0.67	Per kilometre	
21	**Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)**	Actual expense	Payable upon receipt	

22	**Electoral Area Director Travel - within Electoral Area**	$0.67	For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business
23	**CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs**	$0.67	For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents
	MEALS		
24	**For Travel Requiring Greater-Than 24 Hours from Place of Residence**	$84.00	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence		
25	- Breakfast	$18.00	See Footnote 1
26	- Lunch	$24.00	See Footnote 1
27	- Dinner	$42.00	See Footnote 1
	OTHER		
28	**Seminars, Courses, Conferences, Meetings**	Actual Cost	Registration Fees paid for single participation (Receipt required)
29	**Accommodation**	Actual Cost	Based on single occupancy
30	**Taxi Expenses**	Actual Cost	Receipts are required
31	**Long Distance Telephone Calls**	Actual Cost	Receipts are required

FOOTNOTES

(1) Meal payments will be paid as follows:

If Departure Prior to:	7:00am	Breakfast, Lunch, Dinner
	12:00noon	Lunch, Dinner
	6:00pm	Dinner
If Return After:	12:30pm	Breakfast, Lunch
	6:00pm	Breakfast, Lunch, Dinner

(2) Eligibility Verification:
For attendance at meetings, seminars, courses, conferences and/or meetings outside of CRD facilities, claimants will confirm their attendance on the CRD Travel Expense Report Claim form and eligibility of expense claims will be approved by Legislative Services.

(3) Travel Expense Claims Process:
Claims for travel expenses are submitted *to Legislative Services* for approval on the CRD Travel Expense Report Claim form within thirty (30) *calendar days* of the period in which the expenses were incurred.

SCHEDULE 2

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Director Remuneration Eligibility Table

(E&OE)

Regional Board and Standing Committees	See Footnote
Capital Regional District Board	1
Capital Regional Hospital District Board	1
Capital Region Housing Corporation Board	1, 6
Climate Action Inter-Municipal Task Force	7
Committee of the Whole	1
Core Area Liquid Waste Management Committee	1, 2, 8
Electoral Areas Committee	1, 2, 8
Environmental Services Committee	1, 2, 8
Finance Committee	1, 2, 8
Governance and First Nations Relations Committee	1, 2, 8
Hospitals and Housing Committee	1, 2, 8
Planning and Protective Services Committee	1, 2, 8
Regional Parks Committee	1, 2, 8
Solid Waste Advisory Committee	7
Transportation Committee	1, 2, 8

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

8. Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed $8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific Committee Terms of Reference allow.

~~Director~~ Appointments to Local & Subregional Commissions	See Footnote
Accessibility Advisory Committee	7
Arts Advisory Council	7
Arts Commission	4,6
Beddis Water Service Commission	4
Cedar Lane Water Service Commission	4
Cedars of Tuam Water Service Commission	4
East Sooke Fire Protection and Emergency Response Service Commission	4
East Sooke Advisory Planning Commission	4
Fernwood and Highland Water Local Service Commission	4
Fulford Water Service Commission	4
Galiano Island Parks and Recreation Commission	4
Ganges Sewer Local Services Commission	4
Juan de Fuca Board of Variance	4
Juan de Fuca Electoral Area Parks and Recreation Advisory Commission	4
Juan de Fuca Land Use Committee	4
Juan de Fuca Water Distribution Commission	4
Lyall Harbour/Boot Cove Water Local Services Committee	4
Magic Lake Estates Water and Sewer Committee	4
Malahat Advisory Planning Commission	4
Malahat Fire Protection and Emergency Response Service Commission	4
Maliview Sewer Local Service Commission	4
Mayne Island Parks and Recreation Commission	4
North Galiano Fire Protection and Emergency Response Service Commission	4
Otter Point Advisory Planning Commission	4
Otter Point Fire Protection and Emergency Response Service Commission	4
Pender Islands Parks and Recreation Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Peninsula Recreation Commission	~~3~~6
Port Renfrew Fire Protection and Emergency Response Service Commission	4
Port Renfrew Utility Services Committee	4
Regional Transportation Advisory Committee	7
Regional Water Supply Commission	5
Saanich Peninsula Wastewater Commission	~~3~~6
Saanich Peninsula Water Commission	~~3~~6
Salt Spring Island Local Community Commission	1,4
Saturna Island Parks and Recreation Commission	4
Shirley Fire Protection and Emergency Response Service Commission	4
Shirley/Jordan River Advisory Planning Commission	4
Skana Water Service Committee	4
Sooke and Electoral Area Parks and Recreation Commission	~~3,~~4,6
Southern Gulf Islands Community Economic Sustainability Commission	4
Southern Gulf Islands Electoral Area Emergency Advisory Commission	4
Southern Gulf Islands Harbours Commission	4
Southern Gulf Islands Public Library Commission	4
Sticks Allison Water Local Service Committee	4
Surfside Park Estates Water Service Committee	4
Victoria Family Court and Youth Justice Committee	6
Water Advisory Committee	6
Wilderness Mountain Water Service Commission	4
Willis Point Advisory Planning Commission	4
Willis Point Fire Protection and Recreation Facilities Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Regional Board Appointments to External Boards	See Footnote
Capital Region Emergency Services Telecommunications	5
Greater Victoria Coalition to End Homelessness Society	6
Greater Victoria Harbour Authority Board	3,5
Greater Victoria Labour Relations Association	3
ICET – Island Costal Economic Trust Central South Island Regional Advisory Committee	6
Island Corridor Foundation Board	5
Municipal Finance Authority	5
Pender Islands' Fire Protection Society	4
South Island Reconciliation Advisory Committee	3
Royal and McPhersion Theatres Society Advisory Committee	7
Royal and McPherson Theatres Society Board	3
Sooke Historical Society	4
Vacouver Island and Costal Communities Climate Leadership Plan Steering Committee	6
Vancouver Island Regional Library Board	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

SCHEDULE 3

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Board Remuneration Philosophy

(Effective January 1, ~~2016~~2027)

- a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and

- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and

- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and

- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair ~~*[amended effective January 1, 2017]*~~; and CRD Directors who are involved on more than two Standing Committees; and

- an annual stipend to Commissioners of the Salt Spring Island Local Community Commission as a percentage of the base CRD Director annual stipend and which recognizes all responsibilities of a Commissioner; and

- per meeting payments to CRD Directors appointed to ~~local and sub-regional Commissions and~~ external boards (except where remuneration is already paid and/or not eligible); and

- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and

- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

WCBC Western Compensation & Benefits Consultants
Compensation · Benefits · Executive Remuneration · Pensions · Investment · Actuarial Services

Suite 502, 595 Howe Street
Vancouver, British Columbia V6C 2T5
Tel: 604-683-9155
www.wcbc.ca

April 23, 2026

Mr. Chris Neilson
Senior Manager - People, Safety & Culture
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Via E-Mail [cneilson@crd.bc.ca]

Dear Chris:

We are pleased to present our conclusions, informed by the Capital Regional District's ("CRD") Board Remuneration Philosophy and based on the results of the market survey regarding remuneration for members of the CRD Board of Directors.

Background

The CRD is a regional government which serves approximately 440,000 residents from three electoral areas and 13 municipal governments throughout the Capital Region. The CRD is governed by a 24-member Board of Directors, who also serve as members of the Regional Hospital Board and the Capital Region Housing Corporation Board. The CRD Board is comprised of Municipal Directors who are appointed by their respective municipal councils, along with Directors from the electoral areas. CRD governance also includes Commissioners for a significant number of sub-regional and local area services.

The CRD Board Remuneration and Travel Expense Policy ("Policy") applies to CRD Directors and Alternates, certain Commissioners and other elected or appointed officials. The Policy specifies a review will be undertaken every three to five years to ensure remuneration remains comparable. Western Compensation & Benefits Consultants ("WCBC") was retained by the CRD to conduct the market comparison review in 2026 and ensure appropriate alignment with the philosophy statements in the Policy.

Western Compensation & Benefits Consultants

WCBC is a Canadian consulting firm founded in Vancouver over 40 years ago, serving clients across Canada and internationally. The firm provides advice on all aspects of compensation and benefits, as well as related human resources matters. WCBC's professional staff hold relevant degrees and recognized designations in areas such as human resources, compensation, group benefits, accounting, economics, and management consulting. The firm has extensive experience working with organizations in the public, private, and not-for-profit sectors, supporting the development of practical, evidence-based compensation programs. WCBC has successfully provided compensation consulting assistance to a wide range of BC regional districts, municipalities and related entities.

Work Completed

To assess whether the remuneration provided for the CRD Board of Directors aligns with the CRD Board Remuneration Philosophy, WCBC completed the following tasks.

Discussions With CRD

At the outset of the project, WCBC had discussions with CRD's Senior Manager, People, Safety & Culture. WCBC obtained and reviewed background information and documentation on CRD's current board remuneration and travel expense policy and discussed appropriate comparison organizations.

Conducted Market Survey

WCBC prepared survey materials and subsequently contacted and included the following seven regional districts and 13 member municipalities in the market survey.

Regional District	Municipality
♦ Comox Valley Regional District	♦ City of Colwood
♦ Fraser Valley Regional District	♦ City of Langford
♦ Regional District of Fraser-Fort George	♦ City of Victoria
♦ Regional District of Nanaimo	♦ District of Central Saanich
♦ Regional District of North Okanagan	♦ District of Highlands
♦ Regional District of Okanagan-Similkameen	♦ District of Metchosin
♦ Sunshine Coast Regional District	♦ District of North Saanich
	♦ District of Oak Bay
	♦ District of Sooke
	♦ District of the Corporation of Saanich
	♦ Town of Sidney
	♦ Township of Esquimalt
	♦ View Royal

Completed Analysis and Prepared Report

WCBC compared the CRD's current remuneration, expense reimbursement, and related practices to those of the survey organizations. Following a discussion with the Senior Manager, People, Safety & Culture, WCBC developed the conclusions set out herein to support alignment with the CRD Board Remuneration Philosophy.

Conclusions

The following conclusions are based on the CRD's Board Remuneration Philosophy, as established by the CRD Board. In developing the conclusions, WCBC considered the results of the market survey, the extent to which current and proposed remuneration aligns with the stated Philosophy, and where appropriate, the existing relationships between roles to ensure internal consistency. Each component of remuneration is addressed below, with reference to the relevant Philosophy provisions supporting the conclusions.

Base Director

The CRD Board Remuneration Philosophy states that a base Director annual stipend should be the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments.

The results of the market survey and the resulting conclusions are set out below:

	Annual Stipend Based on Philosophy		
Median Paid to CRD Member Councillors	**Remuneration**	**Expense Allowance**	**Total**
$27,590	$18,845	$9,105	$27,590

CRD's base Director's annual stipend is currently $24,521. However, in accordance with the Philosophy it should be $27,590. Therefore, a base Director's annual stipend should be increased by $3,069.

Electoral Area Directors

The CRD Board Remuneration Philosophy states that an additional annual stipend for Electoral Area Directors should provide overall remuneration consistent with the average (applied as median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments.

The results of the market survey and the resulting conclusions are set out below:

	Additional Annual Stipend Based on Philosophy		
Median Paid to CRD Member Mayors	**Remuneration**	**Expense Allowance**	**Total**
$59,295	$39,729	$19,567	$59,295

CRD's annual stipend for Electoral Directors (other than the SSI Electoral Area Director) is currently $47,268 and therefore it should be increased by $12,027.

CRD Board Chair

The CRD Board Remuneration Philosophy states that an additional annual stipend for the CRD Board Chair should be consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees.

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$36,000	$24,120	$11,880	$36,000

The CRD Board Chair's annual stipend is currently $36,063 and therefore it should be decreased by $63.

Other Additional Annual Stipends

The CRD Board Remuneration Philosophy states that additional annual stipends should recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; Standing Committee Chairs; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission.

Each additional annual stipend is discussed below.

CRD Board Vice-Chair

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Vice-Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$7,631	$5,113	$2,518	$7,631

The CRD Board Vice-Chair's annual stipend is currently $7,211 and therefore it should be increased by $420.

Capital Region Hospital District Chair

The CRD compensates the Capital Region Hospital District ("CRHD") Chair at the same level as the CRD Board Vice-Chair. Among the comparison regional districts, most compensate their Hospital District Chair at a level below that of the Vice-Chair, with one regional district providing higher remuneration for the role. If the median of the comparator group were used as the basis for determining remuneration, the CRHD Chair compensation would be approximately half of its current level. WCBC has considered the relationship between the

roles on the CRD Board of Directors and concluded that maintaining the remuneration provided for the CRHD Chair at the same level as the CRD Board Vice-Chair would be appropriate.

CRD Directors Appointed as Commission Chairs

The CRD provides an additional annual stipend to CRD Directors appointed as Commission Chairs when such Commission Chair appointment is made directly by the CRD Board Chair.

No direct comparisons for this role were identified among the regional districts surveyed. Accordingly, WCBC considered the existing relationship between the Commission Chairs additional annual stipend and the base Director annual stipend. At present, Commission Chairs receive an additional annual stipend that is approximately 15% lower than the base Director annual stipend.

Applying this same relationship, the resulting conclusions are set out below:

15% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$4,139	$2,773	$1,366	$4,139

CRD's annual stipend for Commission Chairs is currently $3,607 and therefore should be increased by $532.

Standing Committee Chairs

As discussed earlier herein, the base Director stipend covers service on up to two Standing Committees. Where the CRD Board Chair appoints a Director as a Standing Committee Chair and the Director's total committee commitments exceed two, an additional annual stipend is provided.

The CRD provides an additional stipend for Standing Committee Chairs, set at the same level as the Commission Chairs additional annual stipend, where applicable. Among the comparison regional districts, additional compensation for committee chair roles is uncommon, and where such compensation exists, it is in the form of a fee per meeting attended. If the comparison group were used as the basis for determining this additional stipend, the resulting amount would be significantly lower than the current level. WCBC has considered the relationship between roles on the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Chair additional annual stipend aligns with the Commission Chair additional annual stipend would be appropriate.

CRD Directors Involved on More Than Two Standing Committees

Where a CRD Director's membership exceeds two Standing Committees, an additional annual stipend is provided.

The CRD provides an additional annual stipend for Standing Committee Members, set at the same level as the CRD Board Vice-Chair stipend, where applicable. There are no comparisons for this among the regional districts. WCBC has considered the relationship

between roles at the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Member additional annual stipend aligns with the CRD Board Vice-Chair additional annual stipend would be appropriate.

Commissioners of the Salt Spring Island Local Community Commission

The CRD provides an additional stipend to members of the Salt Spring Island Local Community Commission ("LCC"). This stipend is paid to all elected LCC Commissioners, excluding Electoral Area Directors.

No direct comparators for this role were identified among the regional districts included in the market survey. Accordingly, WCBC considered the existing relationship between the LCC Commissioner additional annual stipend and the base Director annual stipend. At present, LCC Commissioners receive an annual stipend that is approximately equal to 55% of the base Director amount.

Applying this same relationship, the resulting conclusions are set out below:

55% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$15,175	$10,167	$5,008	$15,175

CRD's annual stipend for the Salt Spring Island Local Community Commissioners is currently $13,431 and therefore it should be increased by $1,744.

Alternate Directors

The CRD Board Remuneration Philosophy states that per meeting payments to Alternate Directors should be consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

The results of the market survey and the resulting conclusions are set out below:

Median Regional District Per Meeting Payments	Per Meeting Payment Based on Philosophy		
	Remuneration	Expense Allowance	Total
$212	$142	$70	$212

CRD's per meeting fee for Alternate Directors is currently $110 and therefore should be increased by $102.

Annual Cost-of-Living Adjustments

The CRD Board Remuneration Philosophy states that stipends are to be adjusted annually based on the Victoria Consumer Price Index (CPI). This approach is a common practice among the comparison organizations. All regional districts apply annual increases linked to CPI, and most municipalities follow a similar approach, with only a few using alternative methodologies.

Recognizing its alignment with both the CRD's stated Philosophy and prevailing market practice, WCBC recommends that CRD continue to determine annual adjustments based on CPI.

Summary of Conclusions

The following table summarizes the above conclusions.

	Remuneration	Expense Allowance	Total
Annual Stipends			
CRD/CRHD Board Directors	$18,845	$9,105	$27,590
Additional Stipends			
Electoral Area Directors	$39,729	$19,567	$59,295
CRD Board Chair	$24,120	$11,880	$36,000
CRD Board Vice-Chair	$5,113	$2,518	$7,631
CRHD Board Chair	$5,113	$2,518	$7,631
Commission Chairs	$2,773	$1,366	$4,139
Board Standing Committee Chair	$2,773	$1,366	$4,139
Additional Board Standing Committee(s)	$5,113	$2,518	$7,631
Salt Spring Island Local Community Commissioner	$10,167	$5,008	$15,175
Per Meeting Payments			
Alternate Directors	$142	$70	$212

We would be pleased to discuss this report with you.

Yours sincerely,

Barry D. Cook

Linda M. Reid

Conclusion to Board (Apr 2026).docx

Making a difference...together

REPORT TO SAANICH PENINSULA WATER COMMISSION
MEETING OF THURSDAY, SEPTEMBER 3, 2026

SUBJECT **Remuneration for Saanich Peninsula Water Commissioners**

ISSUE SUMMARY

The Capital Regional District Board recently updated its remuneration policy for members of CRD Boards and Commissions. Pursuant to the new policy provisions, the Saanich Peninsula Water Commission (SPWC) must consider whether it wishes to remunerate Commissioners by providing per meeting payments.

BACKGROUND

The Capital Regional District (CRD) Board Remuneration and Travel Expense Reimbursement Policy (Policy) was reviewed earlier this year using the external consulting firm of Western Compensation and Benefits Consultants, and changes to the Policy were adopted for implementation on January 1, 2027.

Under the new provisions of the Policy, remuneration is provided to all CRD Board Directors, Commissioners of the Regional Water Supply Commission and Commissioners of the Salt Spring Island Local Community Commission. Commissioners of delegated Commissions are eligible for per meeting remuneration payments, at a prescribed rate established in the policy, where approved by the Commission and Regional Board.

On June 10, 2026, the CRD Board resolved the following:

1. *That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and*
2. *That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and*
3. *That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.*
4. *That the review occurs in the final year of each Board term to take effect for the following Board term.*

As a result, the CRD Board is requesting that each delegated CRD Commission approve by resolution whether Commissioners receive per meeting payments, at the Board-approved per meeting rate of two hundred twelve dollars ($212.00) per meeting, to be paid from the Commission’s service budget.

ALTERNATIVES

Alternative 1
The Saanich Peninsula Water Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Saanich Peninsula Water

Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $13,992 for per meeting payments to Commissioners.

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

Several CRD Commissions have expressed interest in providing a per meeting payment in recognition of the significant time commitment and expectations of Commissioners. Currently, per meeting payments for the SPWC are limited to Commissioners who are Directors of the Regional Board. Effective January 1, 2027, Directors will no longer be eligible for per meeting payments under the updated Policy unless a resolution is passed to remunerate all Commissioners.

The Policy's amended Schedule 1 contains a new Section 15, for Commissioners where approved by the Board and Commission, to be eligible for per meeting payments of $212 consisting of:
1. $142 per meeting remuneration for attendance; and
2. Up to $70 reimbursement per meeting for eligible expenses.

Financial Implications

The SPWC has six regularly scheduled meetings annually, with eleven appointed Commissioners. Assuming full attendance, the Commission would require $2,332 per meeting, up to a maximum of $13,992 annually from its service budget. Special meetings would be in addition to this amount. The financial impact to the service budget is not expected to be significant, as the maximum annual cost of $13,992 for regularly scheduled meetings is relatively low compared to overall service expenditures.

CONCLUSION

The Capital Regional District Board has requested that delegated Commissions, including the Saanich Peninsula Water Commission, consider the updated provisions in the CRD Board Remuneration and Travel Expense Reimbursement Policy and confirm whether all Commissioners of the SPWC be eligible to receive per meeting payments as remuneration for their attendance at Commission meetings.

RECOMMENDATION

The Saanich Peninsula Water Commission recommends to the Capital Regional District Board:
1. That effective January 1, 2027, all Commissioners of the Saanich Peninsula Water Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $13,992 for per meeting payments to Commissioners.

Submitted by:	Marlene Lagoa, MPA, Senior Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Alicia Fraser, P. Eng., General Manager, Infrastructure and Water Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Staff Report to Board (June 10, 2026) – 2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JUNE 10, 2026

SUBJECT **2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update**

ISSUE SUMMARY

To provide the updated CRD Board Remuneration and Travel Expense Reimbursement Policy, effective the 2027-2030 CRD Board term.

BACKGROUND

The CRD Board has approved a CRD Board Remuneration and Travel Expense Reimbursement Policy ("Policy"). This Policy applies to CRD Board Directors, Commission members, First Nations Members, and certain Board appointees to external Boards. The Policy was initially established in 2016 and is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. As a foundation of the Policy, the remuneration philosophy established by the CRD Board is as follows:

1. a base Director annual stipend as the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments;

2. an additional annual stipend to Electoral Area Directors to provide overall remuneration consistent with the average (median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments;

3. an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees;

4. additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission;

5. per meeting payments to Alternate Directors consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible; and

6. that the annual cost of living adjustment based on the Victoria Consumer Price Index (CPI) continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

The regular review of the Policy was undertaken in early 2026 and the results of that review were presented to the CRD Board on May 13, 2026 (Appendix B). At that Board meeting, the Board moved:

> *That with the information and recommendations as provided by the consultants at the meeting of May 13, 2026, that staff be directed to update the CRD Board Remuneration and Travel Expense Policy for CRD Board consideration.*

Staff have updated the Policy with the information from the consultants to be effective starting the 2027-2030 CRD Board term (Appendix A).

In the Policy update starting in January 2027, staff are recommending that the remuneration philosophy be amended to remove the additional stipend paid the CRD Directors appointed to local and sub-regional Commissions, and rather enable Commissions to consider payment to all Commissioners from service budgets at the per meeting rate should they elect to do so and where approved by the CRD Board.

ALTERNATIVES

Alternative 1

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Alternative 2

1. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
2. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 3

The Capital Regional District Board approve that the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 4

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

IMPLICATIONS

Alignment with Existing Plans & Strategies
The CRD Board established a comprehensive remuneration Policy. The Policy ensures relative market consistency based on the overall remuneration philosophy. On May 13, 2026 the CRD Board approved the consultant's recommendations for remuneration effective January 1, 2027, requiring updates to the Policy.

Since the Policy was implemented, several CRD Commissions have expressed desire in considering per meeting payments recognizing the significant commitment and expectations of many Commissioners. Currently payments to commissions are permitted as follows: the Regional Water Supply Commissioners receive per meeting payments; CRD Board Directors appointed to a local or sub-regional Commission are eligible for per meeting payments; and the elected Salt Spring Island Local Community Commissioners receive annual stipends. Concern from some Commissions have been raised that this model of payment has created inconsistency.

Financial Implications
The approved implementation date for remuneration adjustments would be for the new Board term 2027-2030, starting in January 2027. Based on current level of effort, total 2027 remuneration aligned with Policy would be adjusted by approximately: $140,000 for the Board expenditure service; $50,000 for Electoral Areas; and $25,000 for the Regional Water Supply. Remuneration for the calendar years 2028-2030 would be adjusted based on the year end Victoria Consumer Price Index in accordance with Policy. Mileage and related allowances are updated annually and will continue to be incorporated into the Policy once these are determined by the Government of Canada.

Should meeting payments for Commissioners be approved, the per meeting costs at the per meeting rate would be budgeted within service budgets, with actual costs subject to the numbers of Commissioners, the number of annual meetings, and attendance.

CONCLUSION

The CRD Board has established a CRD Board Remuneration and Travel Expense Reimbursement Policy. The Policy is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. In a review of the comparable organizations, it has been determined that adjustments to remuneration are required and that the Policy be updated accordingly to be commensurate with the 2027-2030 Board term. Staff have updated the Policy based on the direction of the CRD Board.

RECOMMENDATION

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager, People, Safety and Culture
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: CRD Board Remuneration and Travel Expense Reimbursement Policy (effective January 1, 2027) (redlined)
Appendix B: CRD Board Remuneration and Travel Expense Report, Western Compensation and Benefits Consultants, April 23, 2026

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CAPITAL REGIONAL DISTRICT
BOARD POLICY

Policy Type	*Board*		
Section	*Executive Services, People, Safety & Culture (PS&C)*		
Title	**BOARD REMUNERATION AND TRAVEL EXPENSE REIMBURSEMENT**		
Adoption Date	September 9, 2015	Policy Number	BRD03
Last Amended	~~January 20~~TBD, 2026	Amended By	~~PS&C~~Board
Policy Owner	People, Safety & Culture (PS&C)		

1. POLICY:

Board of Directors Remuneration and Travel Expense Policy.

2. PURPOSE:

To outline the Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Boards.

4. DEFINITIONS:

"**Board Remuneration**": means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

5. PROCEDURE:

Human Resources, in consultation with Finance and Technology and Corporate Services, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the Capital Regional District (CRD) Board.

a) All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Policy - Schedule 1.

b) Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.

c) The remuneration amounts will be adjusted annually, by Financial Services, based on the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.

d) The remuneration structure will be reviewed periodically as directed by the Board.

6. SCHEDULES:

1. CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY
2. REMUNERATION ELIGIBILITY TABLE
3. CRD BOARD REMUNERATION PHILOSOPHY

7. AMENDMENTS:

Adoption Date	Description
September 9, 2015 (Revised April 18, 2016)	*Approved by the Board*
April 12, 2017 *(eff. January 1, 2017)*	*Amendment 1, approved by the Board*
May 9, 2018 *(eff. January 1, 2019)*	*Amendment 2, approved by the Board*
February 10, 2020 *(Schedule 1 and 2 updates)*	*Amendment 3, approved by Human Resources (eff Jan.2020 Schedule 1; Dec.2019 Schedule 2)*
January 13, 2021 *(Schedule 2 update)*	*Amendment 4, approved by the Board*
February 2, 2021 *(Schedule 1 update)*	*Amendment 5, approved by Human Resources (eff. Jan.2021)*
January 24, 2022 *(Schedule 1 update)*	*Amendment 6, approved by Human Resources (eff. Jan.2022)*
January 20, 2023 *(Schedule 1 update)*	*Amendment 7, approved by Human Resources (eff. Jan.2023)*
June 2023	*Amendment 8, approved by the Board (eff. June 2023)*
January 19, 2024 *(Schedule 1 update)*	*Amendment 9, approved by Human Resources (eff. Jan.2024)*
December 11, 2024	*Amendment 10, approved by the Board (eff. Jan.1, 2025 - Schedule 1: SSI Electoral Area Director, Local Community Commission Commissioner)*
January 22, 2025 *(Schedule 1 update)*	*Amendment 11, approved by Human Resources (eff.Jan. 2025)*

January 20, 2026 *(Schedule 1 update)*	*Amendment 12, approved by People, Safety & Culture (eff.Jan.2026)*
TBD, 2026 *(Schedule 1 update; Schedule 2 update; Schedule 3 update)*	*Amendment 13, approved the the Board (eff. Jan.2027)*

8. REVIEWS:

Review Date	**Description:**
Annually	*Review annually for schedule(s) update*

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

- *Bylaw No. 3828, "Board Procedures Bylaw, 2012"*

SCHEDULE 1

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

Effective January 1, 2026
(E&OE)

		REMUNERATION	EXPENSE ALLOWANCE	TOTAL
	ANNUAL STIPENDS Paid periodically throughout the year (currently, biweekly)			
1	**CRD / CRHD Board Directors** *Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments* **where defined as a standing committee in bylaws or terms of reference AND members are appointed by the Board Chair*	~~16,347~~18,845	~~8,174~~9,105	~~**24,521**~~**27,590**
2	**Electoral Area Directors (additional)** - **JDF Electoral Area; SGI Electoral Area** - **SSI Electoral Area**	~~31,512~~39,729 ~~24,692~~32,874	~~15,756~~19,567 ~~12,346~~16,191	~~**47,268**~~**59,295** ~~**37,038**~~**49,065**
3	**CRD Board Chair** (additional)	~~24,042~~21,120	~~12,021~~11,880	~~**36,063**~~**36,000**
4	**CRD Board Vice-Chair** (additional)	~~4,807~~5,113	~~2,404~~2,518	~~**7,211**~~**7,631**
5	**CRHD Board Chair** (additional) *(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
6	**Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair** (additional) *(when appointed by CRD Board Chair)*	~~2,405~~2,773	~~1,202~~1,366	~~**3,607**~~**4,139**
7	**Additional Board Standing Committee(s)** (additional) *(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
8	**Salt Spring Island Local Community Commissioner** *(Payable to all elected LCC commissioners, except the Electoral Area Director)*	~~8,954~~10,167	~~4,477~~5,008	~~**13,431**~~**15,175**
	PER MEETING PAYMENTS Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance **(see Footnote 2 – Eligibility Verification)**			
9	**Alternate CRD/CRHD Board Director and Acting Standing Committee Chair**	~~73~~142	~~37~~70	~~**110**~~**212**
~~10~~	~~**CRD Board Directors - Local & Sub-Regional Commission/Committee Meetings**~~ ~~Does not apply when:~~ ~~i. Commission /Committee within the responsibilities of the Electoral Area Director~~ ~~ii. Remuneration is already paid by the Commission~~ ~~iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other~~	~~73~~	~~37~~	~~**110**~~

~~11~~ 10	**First Nation Member appointees to eligible CRD Committee**	142~~73~~	70~~37~~	~~**110**~~**212**
~~12~~ 11	**CRD Board Directors – appointed by CRD to External Board** Does not apply when: i. External Board falls within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the External Board iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other	142~~73~~	70~~37~~	~~**110**~~**212**
~~13~~ 12	**CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area** Applies only when: a. Attendance at a JDFEA land use committee meeting of which the director is a member b. Attendance at any land use public hearing of the JDFEA regarding an area where the director is eligible to vote on decisions at the CRD Board Does not apply to the Electoral Area Director	142~~73~~	70~~37~~	~~**110**~~**212**
~~14~~ 13	**Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director**	142~~73~~	70~~37~~	~~**110**~~**212**
~~15~~ 14	**All Commissioners - Regional Water Supply Commission**	142~~73~~	70~~37~~	~~**110**~~**212**
15	**Commissioners – where approved by the Board and Commission**	142	70	**212**
16	**Forum of Councils – First Nations, Municipal Councilors and Directors**	142~~73~~	70~~37~~	~~**110**~~**212**
	TRAVEL EXPENSES **(see Footnote 3 regarding claim process)**			
17	**All Director, LCC Commissioner, or First Nation Member Travel - to and from meetings where the Director, LCC Commissioner or First Nation Member is a member**	$0.67	Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees	
	DIRECTOR TRAVEL Within Capital Region/Vancouver Island and Lower Mainland			
18	**Travel by Personal Automobile**	$0.67	Per kilometre	
19	**Travel by Bus, Train, Ferry, Air (economy class)**	Actual expense	Payable upon receipt	
	DIRECTOR TRAVEL Outside Capital Region/Vancouver Island and Lower Mainland			
20	**Travel by Personal Automobile**	$0.67	Per kilometre	
21	**Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)**	Actual expense	Payable upon receipt	

22	**Electoral Area Director Travel - within Electoral Area**	$0.67	For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business
23	**CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs**	$0.67	For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents
	MEALS		
24	**For Travel Requiring Greater-Than 24 Hours from Place of Residence**	$84.00	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence		
25	- Breakfast	$18.00	See Footnote 1
26	- Lunch	$24.00	See Footnote 1
27	- Dinner	$42.00	See Footnote 1
	OTHER		
28	**Seminars, Courses, Conferences, Meetings**	Actual Cost	Registration Fees paid for single participation (Receipt required)
29	**Accommodation**	Actual Cost	Based on single occupancy
30	**Taxi Expenses**	Actual Cost	Receipts are required
31	**Long Distance Telephone Calls**	Actual Cost	Receipts are required

FOOTNOTES

(1) Meal payments will be paid as follows:

If Departure Prior to:	7:00am	Breakfast, Lunch, Dinner
	12:00noon	Lunch, Dinner
	6:00pm	Dinner
If Return After:	12:30pm	Breakfast, Lunch
	6:00pm	Breakfast, Lunch, Dinner

(2) Eligibility Verification:
For attendance at meetings, seminars, courses, conferences and/or meetings outside of CRD facilities, claimants will confirm their attendance on the CRD Travel Expense Report Claim form and eligibility of expense claims will be approved by Legislative Services.

(3) Travel Expense Claims Process:
Claims for travel expenses are submitted *to Legislative Services* for approval on the CRD Travel Expense Report Claim form within thirty (30) *calendar days* of the period in which the expenses were incurred.

SCHEDULE 2

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Director Remuneration Eligibility Table

(E&OE)

Regional Board and Standing Committees	See Footnote
Capital Regional District Board	1
Capital Regional Hospital District Board	1
Capital Region Housing Corporation Board	1, 6
Climate Action Inter-Municipal Task Force	7
Committee of the Whole	1
Core Area Liquid Waste Management Committee	1, 2, 8
Electoral Areas Committee	1, 2, 8
Environmental Services Committee	1, 2, 8
Finance Committee	1, 2, 8
Governance and First Nations Relations Committee	1, 2, 8
Hospitals and Housing Committee	1, 2, 8
Planning and Protective Services Committee	1, 2, 8
Regional Parks Committee	1, 2, 8
Solid Waste Advisory Committee	7
Transportation Committee	1, 2, 8

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

8. Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed $8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific Committee Terms of Reference allow.

~~Director~~ Appointments to Local & Subregional Commissions	See Footnote
Accessibility Advisory Committee	7
Arts Advisory Council	7
Arts Commission	4,6
Beddis Water Service Commission	4
Cedar Lane Water Service Commission	4
Cedars of Tuam Water Service Commission	4
East Sooke Fire Protection and Emergency Response Service Commission	4
East Sooke Advisory Planning Commission	4
Fernwood and Highland Water Local Service Commission	4
Fulford Water Service Commission	4
Galiano Island Parks and Recreation Commission	4
Ganges Sewer Local Services Commission	4
Juan de Fuca Board of Variance	4
Juan de Fuca Electoral Area Parks and Recreation Advisory Commission	4
Juan de Fuca Land Use Committee	4
Juan de Fuca Water Distribution Commission	4
Lyall Harbour/Boot Cove Water Local Services Committee	4
Magic Lake Estates Water and Sewer Committee	4
Malahat Advisory Planning Commission	4
Malahat Fire Protection and Emergency Response Service Commission	4
Maliview Sewer Local Service Commission	4
Mayne Island Parks and Recreation Commission	4
North Galiano Fire Protection and Emergency Response Service Commission	4
Otter Point Advisory Planning Commission	4
Otter Point Fire Protection and Emergency Response Service Commission	4
Pender Islands Parks and Recreation Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Peninsula Recreation Commission	~~3~~6
Port Renfrew Fire Protection and Emergency Response Service Commission	4
Port Renfrew Utility Services Committee	4
Regional Transportation Advisory Committee	7
Regional Water Supply Commission	5
Saanich Peninsula Wastewater Commission	~~3~~6
Saanich Peninsula Water Commission	~~3~~6
Salt Spring Island Local Community Commission	1,4
Saturna Island Parks and Recreation Commission	4
Shirley Fire Protection and Emergency Response Service Commission	4
Shirley/Jordan River Advisory Planning Commission	4
Skana Water Service Committee	4
Sooke and Electoral Area Parks and Recreation Commission	~~3,~~4,6
Southern Gulf Islands Community Economic Sustainability Commission	4
Southern Gulf Islands Electoral Area Emergency Advisory Commission	4
Southern Gulf Islands Harbours Commission	4
Southern Gulf Islands Public Library Commission	4
Sticks Allison Water Local Service Committee	4
Surfside Park Estates Water Service Committee	4
Victoria Family Court and Youth Justice Committee	6
Water Advisory Committee	6
Wilderness Mountain Water Service Commission	4
Willis Point Advisory Planning Commission	4
Willis Point Fire Protection and Recreation Facilities Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Regional Board Appointments to External Boards	See Footnote
Capital Region Emergency Services Telecommunications	5
Greater Victoria Coalition to End Homelessness Society	6
Greater Victoria Harbour Authority Board	3,5
Greater Victoria Labour Relations Association	3
ICET – Island Costal Economic Trust Central South Island Regional Advisory Committee	6
Island Corridor Foundation Board	5
Municipal Finance Authority	5
Pender Islands' Fire Protection Society	4
South Island Reconciliation Advisory Committee	3
Royal and McPhersion Theatres Society Advisory Committee	7
Royal and McPherson Theatres Society Board	3
Sooke Historical Society	4
Vacouver Island and Costal Communities Climate Leadership Plan Steering Committee	6
Vancouver Island Regional Library Board	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

SCHEDULE 3

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Board Remuneration Philosophy

(Effective January 1, ~~2016~~2027)

- a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and

- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and

- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and

- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair ~~*[amended effective January 1, 2017]*~~; and CRD Directors who are involved on more than two Standing Committees; and

- an annual stipend to Commissioners of the Salt Spring Island Local Community Commission as a percentage of the base CRD Director annual stipend and which recognizes all responsibilities of a Commissioner; and

- per meeting payments to CRD Directors appointed to ~~local and sub-regional Commissions and~~ external boards (except where remuneration is already paid and/or not eligible); and

- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and

- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

WCBC Western Compensation & Benefits Consultants
Compensation · Benefits · Executive Remuneration · Pensions · Investment · Actuarial Services

Suite 502, 595 Howe Street
Vancouver, British Columbia V6C 2T5
Tel: 604-683-9155
www.wcbc.ca

April 23, 2026

Mr. Chris Neilson
Senior Manager - People, Safety & Culture
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Via E-Mail [cneilson@crd.bc.ca]

Dear Chris:

We are pleased to present our conclusions, informed by the Capital Regional District's ("CRD") Board Remuneration Philosophy and based on the results of the market survey regarding remuneration for members of the CRD Board of Directors.

Background

The CRD is a regional government which serves approximately 440,000 residents from three electoral areas and 13 municipal governments throughout the Capital Region. The CRD is governed by a 24-member Board of Directors, who also serve as members of the Regional Hospital Board and the Capital Region Housing Corporation Board. The CRD Board is comprised of Municipal Directors who are appointed by their respective municipal councils, along with Directors from the electoral areas. CRD governance also includes Commissioners for a significant number of sub-regional and local area services.

The CRD Board Remuneration and Travel Expense Policy ("Policy") applies to CRD Directors and Alternates, certain Commissioners and other elected or appointed officials. The Policy specifies a review will be undertaken every three to five years to ensure remuneration remains comparable. Western Compensation & Benefits Consultants ("WCBC") was retained by the CRD to conduct the market comparison review in 2026 and ensure appropriate alignment with the philosophy statements in the Policy.

Western Compensation & Benefits Consultants

WCBC is a Canadian consulting firm founded in Vancouver over 40 years ago, serving clients across Canada and internationally. The firm provides advice on all aspects of compensation and benefits, as well as related human resources matters. WCBC's professional staff hold relevant degrees and recognized designations in areas such as human resources, compensation, group benefits, accounting, economics, and management consulting. The firm has extensive experience working with organizations in the public, private, and not-for-profit sectors, supporting the development of practical, evidence-based compensation programs. WCBC has successfully provided compensation consulting assistance to a wide range of BC regional districts, municipalities and related entities.

Work Completed

To assess whether the remuneration provided for the CRD Board of Directors aligns with the CRD Board Remuneration Philosophy, WCBC completed the following tasks.

Discussions With CRD

At the outset of the project, WCBC had discussions with CRD's Senior Manager, People, Safety & Culture. WCBC obtained and reviewed background information and documentation on CRD's current board remuneration and travel expense policy and discussed appropriate comparison organizations.

Conducted Market Survey

WCBC prepared survey materials and subsequently contacted and included the following seven regional districts and 13 member municipalities in the market survey.

Regional District	Municipality
♦ Comox Valley Regional District	♦ City of Colwood
♦ Fraser Valley Regional District	♦ City of Langford
♦ Regional District of Fraser-Fort George	♦ City of Victoria
♦ Regional District of Nanaimo	♦ District of Central Saanich
♦ Regional District of North Okanagan	♦ District of Highlands
♦ Regional District of Okanagan-Similkameen	♦ District of Metchosin
♦ Sunshine Coast Regional District	♦ District of North Saanich
	♦ District of Oak Bay
	♦ District of Sooke
	♦ District of the Corporation of Saanich
	♦ Town of Sidney
	♦ Township of Esquimalt
	♦ View Royal

Completed Analysis and Prepared Report

WCBC compared the CRD's current remuneration, expense reimbursement, and related practices to those of the survey organizations. Following a discussion with the Senior Manager, People, Safety & Culture, WCBC developed the conclusions set out herein to support alignment with the CRD Board Remuneration Philosophy.

Conclusions

The following conclusions are based on the CRD's Board Remuneration Philosophy, as established by the CRD Board. In developing the conclusions, WCBC considered the results of the market survey, the extent to which current and proposed remuneration aligns with the stated Philosophy, and where appropriate, the existing relationships between roles to ensure internal consistency. Each component of remuneration is addressed below, with reference to the relevant Philosophy provisions supporting the conclusions.

Base Director

The CRD Board Remuneration Philosophy states that a base Director annual stipend should be the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments.

The results of the market survey and the resulting conclusions are set out below:

	Annual Stipend Based on Philosophy		
Median Paid to CRD Member Councillors	**Remuneration**	**Expense Allowance**	**Total**
$27,590	$18,845	$9,105	$27,590

CRD's base Director's annual stipend is currently $24,521. However, in accordance with the Philosophy it should be $27,590. Therefore, a base Director's annual stipend should be increased by $3,069.

Electoral Area Directors

The CRD Board Remuneration Philosophy states that an additional annual stipend for Electoral Area Directors should provide overall remuneration consistent with the average (applied as median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments.

The results of the market survey and the resulting conclusions are set out below:

	Additional Annual Stipend Based on Philosophy		
Median Paid to CRD Member Mayors	**Remuneration**	**Expense Allowance**	**Total**
$59,295	$39,729	$19,567	$59,295

CRD's annual stipend for Electoral Directors (other than the SSI Electoral Area Director) is currently $47,268 and therefore it should be increased by $12,027.

CRD Board Chair

The CRD Board Remuneration Philosophy states that an additional annual stipend for the CRD Board Chair should be consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees.

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$36,000	$24,120	$11,880	$36,000

The CRD Board Chair's annual stipend is currently $36,063 and therefore it should be decreased by $63.

Other Additional Annual Stipends

The CRD Board Remuneration Philosophy states that additional annual stipends should recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; Standing Committee Chairs; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission.

Each additional annual stipend is discussed below.

CRD Board Vice-Chair

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Vice-Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$7,631	$5,113	$2,518	$7,631

The CRD Board Vice-Chair's annual stipend is currently $7,211 and therefore it should be increased by $420.

Capital Region Hospital District Chair

The CRD compensates the Capital Region Hospital District ("CRHD") Chair at the same level as the CRD Board Vice-Chair. Among the comparison regional districts, most compensate their Hospital District Chair at a level below that of the Vice-Chair, with one regional district providing higher remuneration for the role. If the median of the comparator group were used as the basis for determining remuneration, the CRHD Chair compensation would be approximately half of its current level. WCBC has considered the relationship between the

roles on the CRD Board of Directors and concluded that maintaining the remuneration provided for the CRHD Chair at the same level as the CRD Board Vice-Chair would be appropriate.

CRD Directors Appointed as Commission Chairs

The CRD provides an additional annual stipend to CRD Directors appointed as Commission Chairs when such Commission Chair appointment is made directly by the CRD Board Chair.

No direct comparisons for this role were identified among the regional districts surveyed. Accordingly, WCBC considered the existing relationship between the Commission Chairs additional annual stipend and the base Director annual stipend. At present, Commission Chairs receive an additional annual stipend that is approximately 15% lower than the base Director annual stipend.

Applying this same relationship, the resulting conclusions are set out below:

15% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$4,139	$2,773	$1,366	$4,139

CRD's annual stipend for Commission Chairs is currently $3,607 and therefore should be increased by $532.

Standing Committee Chairs

As discussed earlier herein, the base Director stipend covers service on up to two Standing Committees. Where the CRD Board Chair appoints a Director as a Standing Committee Chair and the Director's total committee commitments exceed two, an additional annual stipend is provided.

The CRD provides an additional stipend for Standing Committee Chairs, set at the same level as the Commission Chairs additional annual stipend, where applicable. Among the comparison regional districts, additional compensation for committee chair roles is uncommon, and where such compensation exists, it is in the form of a fee per meeting attended. If the comparison group were used as the basis for determining this additional stipend, the resulting amount would be significantly lower than the current level. WCBC has considered the relationship between roles on the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Chair additional annual stipend aligns with the Commission Chair additional annual stipend would be appropriate.

CRD Directors Involved on More Than Two Standing Committees

Where a CRD Director's membership exceeds two Standing Committees, an additional annual stipend is provided.

The CRD provides an additional annual stipend for Standing Committee Members, set at the same level as the CRD Board Vice-Chair stipend, where applicable. There are no comparisons for this among the regional districts. WCBC has considered the relationship

between roles at the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Member additional annual stipend aligns with the CRD Board Vice-Chair additional annual stipend would be appropriate.

Commissioners of the Salt Spring Island Local Community Commission

The CRD provides an additional stipend to members of the Salt Spring Island Local Community Commission ("LCC"). This stipend is paid to all elected LCC Commissioners, excluding Electoral Area Directors.

No direct comparators for this role were identified among the regional districts included in the market survey. Accordingly, WCBC considered the existing relationship between the LCC Commissioner additional annual stipend and the base Director annual stipend. At present, LCC Commissioners receive an annual stipend that is approximately equal to 55% of the base Director amount.

Applying this same relationship, the resulting conclusions are set out below:

55% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$15,175	$10,167	$5,008	$15,175

CRD's annual stipend for the Salt Spring Island Local Community Commissioners is currently $13,431 and therefore it should be increased by $1,744.

Alternate Directors

The CRD Board Remuneration Philosophy states that per meeting payments to Alternate Directors should be consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

The results of the market survey and the resulting conclusions are set out below:

Median Regional District Per Meeting Payments	Per Meeting Payment Based on Philosophy		
	Remuneration	Expense Allowance	Total
$212	$142	$70	$212

CRD's per meeting fee for Alternate Directors is currently $110 and therefore should be increased by $102.

Annual Cost-of-Living Adjustments

The CRD Board Remuneration Philosophy states that stipends are to be adjusted annually based on the Victoria Consumer Price Index (CPI). This approach is a common practice among the comparison organizations. All regional districts apply annual increases linked to CPI, and most municipalities follow a similar approach, with only a few using alternative methodologies.

Recognizing its alignment with both the CRD's stated Philosophy and prevailing market practice, WCBC recommends that CRD continue to determine annual adjustments based on CPI.

Summary of Conclusions

The following table summarizes the above conclusions.

	Remuneration	Expense Allowance	Total
Annual Stipends			
CRD/CRHD Board Directors	$18,845	$9,105	$27,590
Additional Stipends			
Electoral Area Directors	$39,729	$19,567	$59,295
CRD Board Chair	$24,120	$11,880	$36,000
CRD Board Vice-Chair	$5,113	$2,518	$7,631
CRHD Board Chair	$5,113	$2,518	$7,631
Commission Chairs	$2,773	$1,366	$4,139
Board Standing Committee Chair	$2,773	$1,366	$4,139
Additional Board Standing Committee(s)	$5,113	$2,518	$7,631
Salt Spring Island Local Community Commissioner	$10,167	$5,008	$15,175
Per Meeting Payments			
Alternate Directors	$142	$70	$212

We would be pleased to discuss this report with you.

Yours sincerely,

Barry D. Cook

Linda M. Reid

Conclusion to Board (Apr 2026).docx

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REPORT TO SAANICH PENINSULA WASTEWATER COMMISSION
MEETING OF THURSDAY, SEPTEMBER 3, 2026

SUBJECT **Remuneration for Saanich Peninsula Wastewater Commissioners**

ISSUE SUMMARY

The Capital Regional District Board recently updated its remuneration policy for members of CRD Boards and Commissions. Pursuant to the new policy provisions, the Saanich Peninsula Wastewater Commission (SPWWC) must consider whether it wishes to remunerate Commissioners by providing per meeting payments.

BACKGROUND

The Capital Regional District (CRD) Board Remuneration and Travel Expense Reimbursement Policy (Policy) was reviewed earlier this year using the external consulting firm of Western Compensation and Benefits Consultants, and changes to the Policy were adopted for implementation on January 1, 2027.

Under the new provisions of the Policy, remuneration is provided to all CRD Board Directors, Commissioners of the Regional Water Supply Commission and Commissioners of the Salt Spring Island Local Community Commission. Commissioners of delegated Commissions are eligible for per meeting remuneration payments, at a prescribed rate established in the policy, where approved by the Commission and Regional Board.

On June 10, 2026, the CRD Board resolved the following:

1. *That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and*
2. *That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and*
3. *That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.*
4. *That the review occurs in the final year of each Board term to take effect for the following Board term.*

As a result, the CRD Board is requesting that each delegated CRD Commission approve by resolution whether Commissioners receive per meeting payments, at the Board-approved per meeting rate of two hundred twelve dollars ($212) per meeting, to be paid from the Commission's service budget.

ALTERNATIVES

Alternative 1
The Saanich Peninsula Wastewater Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Saanich Peninsula Wastewater Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $12,720 for per meeting payments to Commissioners.

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

Several CRD Commissions have expressed interest in providing a per meeting payment in recognition of the significant time commitment and expectations of Commissioners. Currently, per meeting payments for the SPWWC are limited to Commissioners who are Directors of the Regional Board. Effective January 1, 2027, Directors will no longer be eligible for per meeting payments under the updated Policy unless a resolution is passed to remunerate all Commissioners.

The Policy's amended Schedule 1 contains a new Section 15, for Commissioners where approved by the Board and Commission, to be eligible for per meeting payments of $212 consisting of:
1. $142 per meeting remuneration for attendance; and
2. Up to $70 reimbursement per meeting for eligible expenses.

Financial Implications

The SPWWC has six regularly scheduled meetings annually, with ten appointed Commissioners. Assuming full attendance, the Commission would require $2,120 per meeting, up to a maximum of $12,720 annually from its service budget. Special meetings would be in addition to this amount. The financial impact to the service budget is not expected to be significant, as the maximum annual cost of $12,720 for regularly scheduled meetings is relatively low compared to overall service expenditures.

Bylaw No. 3427 (Saanich Peninsula Wastewater Commission Bylaw) section 1. (iv), allows for additional Commissioners to be appointed, beyond the current ten, however additional appointments are not anticipated at this time.

CONCLUSION

The Capital Regional District Board has requested that delegated Commissions, including the Saanich Peninsula Wastewater Commission, consider the updated provisions in the CRD Board Remuneration and Travel Expense Reimbursement Policy and confirm whether all Commissioners of the SPWWC be eligible to receive per meeting payments as remuneration for their attendance at Commission meetings.

RECOMMENDATION

The Saanich Peninsula Wastewater Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Saanich Peninsula Wastewater Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of $12,720 for per meeting payments to Commissioners.

Submitted by:	Marlene Lagoa, MPA, Senior Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Alicia Fraser, P. Eng., General Manager, Infrastructure and Water Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Staff Report to Board (June 10, 2026) – 2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JUNE 10, 2026

SUBJECT **2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update**

ISSUE SUMMARY

To provide the updated CRD Board Remuneration and Travel Expense Reimbursement Policy, effective the 2027-2030 CRD Board term.

BACKGROUND

The CRD Board has approved a CRD Board Remuneration and Travel Expense Reimbursement Policy ("Policy"). This Policy applies to CRD Board Directors, Commission members, First Nations Members, and certain Board appointees to external Boards. The Policy was initially established in 2016 and is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. As a foundation of the Policy, the remuneration philosophy established by the CRD Board is as follows:

1. a base Director annual stipend as the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments;

2. an additional annual stipend to Electoral Area Directors to provide overall remuneration consistent with the average (median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments;

3. an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees;

4. additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission;

5. per meeting payments to Alternate Directors consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible; and

6. that the annual cost of living adjustment based on the Victoria Consumer Price Index (CPI) continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

The regular review of the Policy was undertaken in early 2026 and the results of that review were presented to the CRD Board on May 13, 2026 (Appendix B). At that Board meeting, the Board moved:

> *That with the information and recommendations as provided by the consultants at the meeting of May 13, 2026, that staff be directed to update the CRD Board Remuneration and Travel Expense Policy for CRD Board consideration.*

Staff have updated the Policy with the information from the consultants to be effective starting the 2027-2030 CRD Board term (Appendix A).

In the Policy update starting in January 2027, staff are recommending that the remuneration philosophy be amended to remove the additional stipend paid the CRD Directors appointed to local and sub-regional Commissions, and rather enable Commissions to consider payment to all Commissioners from service budgets at the per meeting rate should they elect to do so and where approved by the CRD Board.

ALTERNATIVES

Alternative 1

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Alternative 2

1. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
2. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 3

The Capital Regional District Board approve that the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 4

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

IMPLICATIONS

Alignment with Existing Plans & Strategies
The CRD Board established a comprehensive remuneration Policy. The Policy ensures relative market consistency based on the overall remuneration philosophy. On May 13, 2026 the CRD Board approved the consultant's recommendations for remuneration effective January 1, 2027, requiring updates to the Policy.

Since the Policy was implemented, several CRD Commissions have expressed desire in considering per meeting payments recognizing the significant commitment and expectations of many Commissioners. Currently payments to commissions are permitted as follows: the Regional Water Supply Commissioners receive per meeting payments; CRD Board Directors appointed to a local or sub-regional Commission are eligible for per meeting payments; and the elected Salt Spring Island Local Community Commissioners receive annual stipends. Concern from some Commissions have been raised that this model of payment has created inconsistency.

Financial Implications
The approved implementation date for remuneration adjustments would be for the new Board term 2027-2030, starting in January 2027. Based on current level of effort, total 2027 remuneration aligned with Policy would be adjusted by approximately: $140,000 for the Board expenditure service; $50,000 for Electoral Areas; and $25,000 for the Regional Water Supply. Remuneration for the calendar years 2028-2030 would be adjusted based on the year end Victoria Consumer Price Index in accordance with Policy. Mileage and related allowances are updated annually and will continue to be incorporated into the Policy once these are determined by the Government of Canada.

Should meeting payments for Commissioners be approved, the per meeting costs at the per meeting rate would be budgeted within service budgets, with actual costs subject to the numbers of Commissioners, the number of annual meetings, and attendance.

CONCLUSION

The CRD Board has established a CRD Board Remuneration and Travel Expense Reimbursement Policy. The Policy is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. In a review of the comparable organizations, it has been determined that adjustments to remuneration are required and that the Policy be updated accordingly to be commensurate with the 2027-2030 Board term. Staff have updated the Policy based on the direction of the CRD Board.

RECOMMENDATION

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager, People, Safety and Culture
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: CRD Board Remuneration and Travel Expense Reimbursement Policy (effective January 1, 2027) (redlined)
Appendix B: CRD Board Remuneration and Travel Expense Report, Western Compensation and Benefits Consultants, April 23, 2026

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CAPITAL REGIONAL DISTRICT
BOARD POLICY

Policy Type	*Board*		
Section	*Executive Services, People, Safety & Culture (PS&C)*		
Title	**BOARD REMUNERATION AND TRAVEL EXPENSE REIMBURSEMENT**		
Adoption Date	September 9, 2015	Policy Number	BRD03
Last Amended	~~January 20~~TBD, 2026	Amended By	~~PS&C~~Board
Policy Owner	People, Safety & Culture (PS&C)		

1. POLICY:

Board of Directors Remuneration and Travel Expense Policy.

2. PURPOSE:

To outline the Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Boards.

4. DEFINITIONS:

"**Board Remuneration**": means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

5. PROCEDURE:

Human Resources, in consultation with Finance and Technology and Corporate Services, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the Capital Regional District (CRD) Board.

a) All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Policy - Schedule 1.

b) Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.

c) The remuneration amounts will be adjusted annually, by Financial Services, based on the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.

d) The remuneration structure will be reviewed periodically as directed by the Board.

6. SCHEDULES:

1. CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY
2. REMUNERATION ELIGIBILITY TABLE
3. CRD BOARD REMUNERATION PHILOSOPHY

7. AMENDMENTS:

Adoption Date	Description
September 9, 2015 (Revised April 18, 2016)	*Approved by the Board*
April 12, 2017 *(eff. January 1, 2017)*	*Amendment 1, approved by the Board*
May 9, 2018 *(eff. January 1, 2019)*	*Amendment 2, approved by the Board*
February 10, 2020 *(Schedule 1 and 2 updates)*	*Amendment 3, approved by Human Resources (eff Jan.2020 Schedule 1; Dec.2019 Schedule 2)*
January 13, 2021 *(Schedule 2 update)*	*Amendment 4, approved by the Board*
February 2, 2021 *(Schedule 1 update)*	*Amendment 5, approved by Human Resources (eff. Jan.2021)*
January 24, 2022 *(Schedule 1 update)*	*Amendment 6, approved by Human Resources (eff. Jan.2022)*
January 20, 2023 *(Schedule 1 update)*	*Amendment 7, approved by Human Resources (eff. Jan.2023)*
June 2023	*Amendment 8, approved by the Board (eff. June 2023)*
January 19, 2024 *(Schedule 1 update)*	*Amendment 9, approved by Human Resources (eff. Jan.2024)*
December 11, 2024	*Amendment 10, approved by the Board (eff. Jan.1, 2025 - Schedule 1: SSI Electoral Area Director, Local Community Commission Commissioner)*
January 22, 2025 *(Schedule 1 update)*	*Amendment 11, approved by Human Resources (eff.Jan. 2025)*

January 20, 2026 *(Schedule 1 update)*	*Amendment 12, approved by People, Safety & Culture (eff.Jan.2026)*
TBD, 2026 *(Schedule 1 update; Schedule 2 update; Schedule 3 update)*	*Amendment 13, approved the the Board (eff. Jan.2027)*

8. REVIEWS:

Review Date	**Description:**
Annually	*Review annually for schedule(s) update*

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

- *Bylaw No. 3828, "Board Procedures Bylaw, 2012"*

SCHEDULE 1

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

Effective January 1, 2026
(E&OE)

		REMUNERATION	EXPENSE ALLOWANCE	TOTAL
	ANNUAL STIPENDS Paid periodically throughout the year (currently, biweekly)			
1	**CRD / CRHD Board Directors** *Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments* **where defined as a standing committee in bylaws or terms of reference AND members are appointed by the Board Chair*	~~16,347~~18,845	~~8,174~~9,105	~~**24,521**~~**27,590**
2	**Electoral Area Directors (additional)** - **JDF Electoral Area; SGI Electoral Area** - **SSI Electoral Area**	~~31,512~~39,729 ~~24,692~~32,874	~~15,756~~19,567 ~~12,346~~16,191	~~**47,268**~~**59,295** ~~**37,038**~~**49,065**
3	**CRD Board Chair** (additional)	~~24,042~~21,120	~~12,021~~11,880	~~**36,063**~~**36,000**
4	**CRD Board Vice-Chair** (additional)	~~4,807~~5,113	~~2,404~~2,518	~~**7,211**~~**7,631**
5	**CRHD Board Chair** (additional) *(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
6	**Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair** (additional) *(when appointed by CRD Board Chair)*	~~2,405~~2,773	~~1,202~~1,366	~~**3,607**~~**4,139**
7	**Additional Board Standing Committee(s)** (additional) *(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)*	5,113~~4,807~~	2,518~~2,404~~	**7,631**~~**7,211**~~
8	**Salt Spring Island Local Community Commissioner** *(Payable to all elected LCC commissioners, except the Electoral Area Director)*	~~8,954~~10,167	~~4,477~~5,008	~~**13,431**~~**15,175**
	PER MEETING PAYMENTS Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance **(see Footnote 2 – Eligibility Verification)**			
9	**Alternate CRD/CRHD Board Director and Acting Standing Committee Chair**	~~73~~142	~~37~~70	~~**110**~~**212**
~~10~~	~~**CRD Board Directors - Local & Sub-Regional Commission/Committee Meetings**~~ ~~Does not apply when:~~ ~~i. Commission /Committee within the responsibilities of the Electoral Area Director~~ ~~ii. Remuneration is already paid by the Commission~~ ~~iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other~~	~~73~~	~~37~~	~~**110**~~

~~11~~ 10	**First Nation Member appointees to eligible CRD Committee**	142~~73~~	70~~37~~	~~**110**~~**212**
~~12~~ 11	**CRD Board Directors – appointed by CRD to External Board** Does not apply when: i. External Board falls within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the External Board iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other	142~~73~~	70~~37~~	~~**110**~~**212**
~~13~~ 12	**CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area** Applies only when: a. Attendance at a JDFEA land use committee meeting of which the director is a member b. Attendance at any land use public hearing of the JDFEA regarding an area where the director is eligible to vote on decisions at the CRD Board Does not apply to the Electoral Area Director	142~~73~~	70~~37~~	~~**110**~~**212**
~~14~~ 13	**Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director**	142~~73~~	70~~37~~	~~**110**~~**212**
~~15~~ 14	**All Commissioners - Regional Water Supply Commission**	142~~73~~	70~~37~~	~~**110**~~**212**
15	**Commissioners – where approved by the Board and Commission**	142	70	**212**
16	**Forum of Councils – First Nations, Municipal Councilors and Directors**	142~~73~~	70~~37~~	~~**110**~~**212**
	TRAVEL EXPENSES **(see Footnote 3 regarding claim process)**			
17	**All Director, LCC Commissioner, or First Nation Member Travel - to and from meetings where the Director, LCC Commissioner or First Nation Member is a member**	$0.67	Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees	
	DIRECTOR TRAVEL Within Capital Region/Vancouver Island and Lower Mainland			
18	**Travel by Personal Automobile**	$0.67	Per kilometre	
19	**Travel by Bus, Train, Ferry, Air (economy class)**	Actual expense	Payable upon receipt	
	DIRECTOR TRAVEL Outside Capital Region/Vancouver Island and Lower Mainland			
20	**Travel by Personal Automobile**	$0.67	Per kilometre	
21	**Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)**	Actual expense	Payable upon receipt	

22	**Electoral Area Director Travel - within Electoral Area**	$0.67	For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business
23	**CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs**	$0.67	For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents
	MEALS		
24	**For Travel Requiring Greater-Than 24 Hours from Place of Residence**	$84.00	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence		
25	- Breakfast	$18.00	See Footnote 1
26	- Lunch	$24.00	See Footnote 1
27	- Dinner	$42.00	See Footnote 1
	OTHER		
28	**Seminars, Courses, Conferences, Meetings**	Actual Cost	Registration Fees paid for single participation (Receipt required)
29	**Accommodation**	Actual Cost	Based on single occupancy
30	**Taxi Expenses**	Actual Cost	Receipts are required
31	**Long Distance Telephone Calls**	Actual Cost	Receipts are required

FOOTNOTES

(1) Meal payments will be paid as follows:

If Departure Prior to:	7:00am	Breakfast, Lunch, Dinner
	12:00noon	Lunch, Dinner
	6:00pm	Dinner
If Return After:	12:30pm	Breakfast, Lunch
	6:00pm	Breakfast, Lunch, Dinner

(2) Eligibility Verification:
For attendance at meetings, seminars, courses, conferences and/or meetings outside of CRD facilities, claimants will confirm their attendance on the CRD Travel Expense Report Claim form and eligibility of expense claims will be approved by Legislative Services.

(3) Travel Expense Claims Process:
Claims for travel expenses are submitted *to Legislative Services* for approval on the CRD Travel Expense Report Claim form within thirty (30) *calendar days* of the period in which the expenses were incurred.

SCHEDULE 2

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Director Remuneration Eligibility Table

(E&OE)

Regional Board and Standing Committees	See Footnote
Capital Regional District Board	1
Capital Regional Hospital District Board	1
Capital Region Housing Corporation Board	1, 6
Climate Action Inter-Municipal Task Force	7
Committee of the Whole	1
Core Area Liquid Waste Management Committee	1, 2, 8
Electoral Areas Committee	1, 2, 8
Environmental Services Committee	1, 2, 8
Finance Committee	1, 2, 8
Governance and First Nations Relations Committee	1, 2, 8
Hospitals and Housing Committee	1, 2, 8
Planning and Protective Services Committee	1, 2, 8
Regional Parks Committee	1, 2, 8
Solid Waste Advisory Committee	7
Transportation Committee	1, 2, 8

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

8. Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed $8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific Committee Terms of Reference allow.

~~Director~~ Appointments to Local & Subregional Commissions	See Footnote
Accessibility Advisory Committee	7
Arts Advisory Council	7
Arts Commission	4,6
Beddis Water Service Commission	4
Cedar Lane Water Service Commission	4
Cedars of Tuam Water Service Commission	4
East Sooke Fire Protection and Emergency Response Service Commission	4
East Sooke Advisory Planning Commission	4
Fernwood and Highland Water Local Service Commission	4
Fulford Water Service Commission	4
Galiano Island Parks and Recreation Commission	4
Ganges Sewer Local Services Commission	4
Juan de Fuca Board of Variance	4
Juan de Fuca Electoral Area Parks and Recreation Advisory Commission	4
Juan de Fuca Land Use Committee	4
Juan de Fuca Water Distribution Commission	4
Lyall Harbour/Boot Cove Water Local Services Committee	4
Magic Lake Estates Water and Sewer Committee	4
Malahat Advisory Planning Commission	4
Malahat Fire Protection and Emergency Response Service Commission	4
Maliview Sewer Local Service Commission	4
Mayne Island Parks and Recreation Commission	4
North Galiano Fire Protection and Emergency Response Service Commission	4
Otter Point Advisory Planning Commission	4
Otter Point Fire Protection and Emergency Response Service Commission	4
Pender Islands Parks and Recreation Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Peninsula Recreation Commission	~~3~~6
Port Renfrew Fire Protection and Emergency Response Service Commission	4
Port Renfrew Utility Services Committee	4
Regional Transportation Advisory Committee	7
Regional Water Supply Commission	5
Saanich Peninsula Wastewater Commission	~~3~~6
Saanich Peninsula Water Commission	~~3~~6
Salt Spring Island Local Community Commission	1,4
Saturna Island Parks and Recreation Commission	4
Shirley Fire Protection and Emergency Response Service Commission	4
Shirley/Jordan River Advisory Planning Commission	4
Skana Water Service Committee	4
Sooke and Electoral Area Parks and Recreation Commission	~~3,~~4,6
Southern Gulf Islands Community Economic Sustainability Commission	4
Southern Gulf Islands Electoral Area Emergency Advisory Commission	4
Southern Gulf Islands Harbours Commission	4
Southern Gulf Islands Public Library Commission	4
Sticks Allison Water Local Service Committee	4
Surfside Park Estates Water Service Committee	4
Victoria Family Court and Youth Justice Committee	6
Water Advisory Committee	6
Wilderness Mountain Water Service Commission	4
Willis Point Advisory Planning Commission	4
Willis Point Fire Protection and Recreation Facilities Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Regional Board Appointments to External Boards	See Footnote
Capital Region Emergency Services Telecommunications	5
Greater Victoria Coalition to End Homelessness Society	6
Greater Victoria Harbour Authority Board	3,5
Greater Victoria Labour Relations Association	3
ICET – Island Costal Economic Trust Central South Island Regional Advisory Committee	6
Island Corridor Foundation Board	5
Municipal Finance Authority	5
Pender Islands' Fire Protection Society	4
South Island Reconciliation Advisory Committee	3
Royal and McPhersion Theatres Society Advisory Committee	7
Royal and McPherson Theatres Society Board	3
Sooke Historical Society	4
Vacouver Island and Costal Communities Climate Leadership Plan Steering Committee	6
Vancouver Island Regional Library Board	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

SCHEDULE 3

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Board Remuneration Philosophy

(Effective January 1, ~~2016~~2027)

- a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and

- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and

- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and

- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair ~~*[amended effective January 1, 2017]*~~; and CRD Directors who are involved on more than two Standing Committees; and

- an annual stipend to Commissioners of the Salt Spring Island Local Community Commission as a percentage of the base CRD Director annual stipend and which recognizes all responsibilities of a Commissioner; and

- per meeting payments to CRD Directors appointed to ~~local and sub-regional Commissions and~~ external boards (except where remuneration is already paid and/or not eligible); and

- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and

- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

WCBC Western Compensation & Benefits Consultants
Compensation · Benefits · Executive Remuneration · Pensions · Investment · Actuarial Services

Suite 502, 595 Howe Street
Vancouver, British Columbia V6C 2T5
Tel: 604-683-9155
www.wcbc.ca

April 23, 2026

Mr. Chris Neilson
Senior Manager - People, Safety & Culture
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Via E-Mail [cneilson@crd.bc.ca]

Dear Chris:

We are pleased to present our conclusions, informed by the Capital Regional District's ("CRD") Board Remuneration Philosophy and based on the results of the market survey regarding remuneration for members of the CRD Board of Directors.

Background

The CRD is a regional government which serves approximately 440,000 residents from three electoral areas and 13 municipal governments throughout the Capital Region. The CRD is governed by a 24-member Board of Directors, who also serve as members of the Regional Hospital Board and the Capital Region Housing Corporation Board. The CRD Board is comprised of Municipal Directors who are appointed by their respective municipal councils, along with Directors from the electoral areas. CRD governance also includes Commissioners for a significant number of sub-regional and local area services.

The CRD Board Remuneration and Travel Expense Policy ("Policy") applies to CRD Directors and Alternates, certain Commissioners and other elected or appointed officials. The Policy specifies a review will be undertaken every three to five years to ensure remuneration remains comparable. Western Compensation & Benefits Consultants ("WCBC") was retained by the CRD to conduct the market comparison review in 2026 and ensure appropriate alignment with the philosophy statements in the Policy.

Western Compensation & Benefits Consultants

WCBC is a Canadian consulting firm founded in Vancouver over 40 years ago, serving clients across Canada and internationally. The firm provides advice on all aspects of compensation and benefits, as well as related human resources matters. WCBC's professional staff hold relevant degrees and recognized designations in areas such as human resources, compensation, group benefits, accounting, economics, and management consulting. The firm has extensive experience working with organizations in the public, private, and not-for-profit sectors, supporting the development of practical, evidence-based compensation programs. WCBC has successfully provided compensation consulting assistance to a wide range of BC regional districts, municipalities and related entities.

Work Completed

To assess whether the remuneration provided for the CRD Board of Directors aligns with the CRD Board Remuneration Philosophy, WCBC completed the following tasks.

Discussions With CRD

At the outset of the project, WCBC had discussions with CRD's Senior Manager, People, Safety & Culture. WCBC obtained and reviewed background information and documentation on CRD's current board remuneration and travel expense policy and discussed appropriate comparison organizations.

Conducted Market Survey

WCBC prepared survey materials and subsequently contacted and included the following seven regional districts and 13 member municipalities in the market survey.

Regional District	Municipality
♦ Comox Valley Regional District	♦ City of Colwood
♦ Fraser Valley Regional District	♦ City of Langford
♦ Regional District of Fraser-Fort George	♦ City of Victoria
♦ Regional District of Nanaimo	♦ District of Central Saanich
♦ Regional District of North Okanagan	♦ District of Highlands
♦ Regional District of Okanagan-Similkameen	♦ District of Metchosin
♦ Sunshine Coast Regional District	♦ District of North Saanich
	♦ District of Oak Bay
	♦ District of Sooke
	♦ District of the Corporation of Saanich
	♦ Town of Sidney
	♦ Township of Esquimalt
	♦ View Royal

Completed Analysis and Prepared Report

WCBC compared the CRD's current remuneration, expense reimbursement, and related practices to those of the survey organizations. Following a discussion with the Senior Manager, People, Safety & Culture, WCBC developed the conclusions set out herein to support alignment with the CRD Board Remuneration Philosophy.

Conclusions

The following conclusions are based on the CRD's Board Remuneration Philosophy, as established by the CRD Board. In developing the conclusions, WCBC considered the results of the market survey, the extent to which current and proposed remuneration aligns with the stated Philosophy, and where appropriate, the existing relationships between roles to ensure internal consistency. Each component of remuneration is addressed below, with reference to the relevant Philosophy provisions supporting the conclusions.

Base Director

The CRD Board Remuneration Philosophy states that a base Director annual stipend should be the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments.

The results of the market survey and the resulting conclusions are set out below:

	Annual Stipend Based on Philosophy		
Median Paid to CRD Member Councillors	**Remuneration**	**Expense Allowance**	**Total**
$27,590	$18,845	$9,105	$27,590

CRD's base Director's annual stipend is currently $24,521. However, in accordance with the Philosophy it should be $27,590. Therefore, a base Director's annual stipend should be increased by $3,069.

Electoral Area Directors

The CRD Board Remuneration Philosophy states that an additional annual stipend for Electoral Area Directors should provide overall remuneration consistent with the average (applied as median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments.

The results of the market survey and the resulting conclusions are set out below:

	Additional Annual Stipend Based on Philosophy		
Median Paid to CRD Member Mayors	**Remuneration**	**Expense Allowance**	**Total**
$59,295	$39,729	$19,567	$59,295

CRD's annual stipend for Electoral Directors (other than the SSI Electoral Area Director) is currently $47,268 and therefore it should be increased by $12,027.

CRD Board Chair

The CRD Board Remuneration Philosophy states that an additional annual stipend for the CRD Board Chair should be consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees.

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$36,000	$24,120	$11,880	$36,000

The CRD Board Chair's annual stipend is currently $36,063 and therefore it should be decreased by $63.

Other Additional Annual Stipends

The CRD Board Remuneration Philosophy states that additional annual stipends should recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; Standing Committee Chairs; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission.

Each additional annual stipend is discussed below.

CRD Board Vice-Chair

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Vice-Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$7,631	$5,113	$2,518	$7,631

The CRD Board Vice-Chair's annual stipend is currently $7,211 and therefore it should be increased by $420.

Capital Region Hospital District Chair

The CRD compensates the Capital Region Hospital District ("CRHD") Chair at the same level as the CRD Board Vice-Chair. Among the comparison regional districts, most compensate their Hospital District Chair at a level below that of the Vice-Chair, with one regional district providing higher remuneration for the role. If the median of the comparator group were used as the basis for determining remuneration, the CRHD Chair compensation would be approximately half of its current level. WCBC has considered the relationship between the

roles on the CRD Board of Directors and concluded that maintaining the remuneration provided for the CRHD Chair at the same level as the CRD Board Vice-Chair would be appropriate.

CRD Directors Appointed as Commission Chairs

The CRD provides an additional annual stipend to CRD Directors appointed as Commission Chairs when such Commission Chair appointment is made directly by the CRD Board Chair.

No direct comparisons for this role were identified among the regional districts surveyed. Accordingly, WCBC considered the existing relationship between the Commission Chairs additional annual stipend and the base Director annual stipend. At present, Commission Chairs receive an additional annual stipend that is approximately 15% lower than the base Director annual stipend.

Applying this same relationship, the resulting conclusions are set out below:

15% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$4,139	$2,773	$1,366	$4,139

CRD's annual stipend for Commission Chairs is currently $3,607 and therefore should be increased by $532.

Standing Committee Chairs

As discussed earlier herein, the base Director stipend covers service on up to two Standing Committees. Where the CRD Board Chair appoints a Director as a Standing Committee Chair and the Director's total committee commitments exceed two, an additional annual stipend is provided.

The CRD provides an additional stipend for Standing Committee Chairs, set at the same level as the Commission Chairs additional annual stipend, where applicable. Among the comparison regional districts, additional compensation for committee chair roles is uncommon, and where such compensation exists, it is in the form of a fee per meeting attended. If the comparison group were used as the basis for determining this additional stipend, the resulting amount would be significantly lower than the current level. WCBC has considered the relationship between roles on the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Chair additional annual stipend aligns with the Commission Chair additional annual stipend would be appropriate.

CRD Directors Involved on More Than Two Standing Committees

Where a CRD Director's membership exceeds two Standing Committees, an additional annual stipend is provided.

The CRD provides an additional annual stipend for Standing Committee Members, set at the same level as the CRD Board Vice-Chair stipend, where applicable. There are no comparisons for this among the regional districts. WCBC has considered the relationship

between roles at the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Member additional annual stipend aligns with the CRD Board Vice-Chair additional annual stipend would be appropriate.

Commissioners of the Salt Spring Island Local Community Commission

The CRD provides an additional stipend to members of the Salt Spring Island Local Community Commission ("LCC"). This stipend is paid to all elected LCC Commissioners, excluding Electoral Area Directors.

No direct comparators for this role were identified among the regional districts included in the market survey. Accordingly, WCBC considered the existing relationship between the LCC Commissioner additional annual stipend and the base Director annual stipend. At present, LCC Commissioners receive an annual stipend that is approximately equal to 55% of the base Director amount.

Applying this same relationship, the resulting conclusions are set out below:

55% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
$15,175	$10,167	$5,008	$15,175

CRD's annual stipend for the Salt Spring Island Local Community Commissioners is currently $13,431 and therefore it should be increased by $1,744.

Alternate Directors

The CRD Board Remuneration Philosophy states that per meeting payments to Alternate Directors should be consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

The results of the market survey and the resulting conclusions are set out below:

Median Regional District Per Meeting Payments	Per Meeting Payment Based on Philosophy		
	Remuneration	Expense Allowance	Total
$212	$142	$70	$212

CRD's per meeting fee for Alternate Directors is currently $110 and therefore should be increased by $102.

Annual Cost-of-Living Adjustments

The CRD Board Remuneration Philosophy states that stipends are to be adjusted annually based on the Victoria Consumer Price Index (CPI). This approach is a common practice among the comparison organizations. All regional districts apply annual increases linked to CPI, and most municipalities follow a similar approach, with only a few using alternative methodologies.

Recognizing its alignment with both the CRD's stated Philosophy and prevailing market practice, WCBC recommends that CRD continue to determine annual adjustments based on CPI.

Summary of Conclusions

The following table summarizes the above conclusions.

	Remuneration	Expense Allowance	Total
Annual Stipends			
CRD/CRHD Board Directors	$18,845	$9,105	$27,590
Additional Stipends			
Electoral Area Directors	$39,729	$19,567	$59,295
CRD Board Chair	$24,120	$11,880	$36,000
CRD Board Vice-Chair	$5,113	$2,518	$7,631
CRHD Board Chair	$5,113	$2,518	$7,631
Commission Chairs	$2,773	$1,366	$4,139
Board Standing Committee Chair	$2,773	$1,366	$4,139
Additional Board Standing Committee(s)	$5,113	$2,518	$7,631
Salt Spring Island Local Community Commissioner	$10,167	$5,008	$15,175
Per Meeting Payments			
Alternate Directors	$142	$70	$212

We would be pleased to discuss this report with you.

Yours sincerely,

Barry D. Cook

Linda M. Reid

Conclusion to Board (Apr 2026).docx

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EEI 26-41

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 07, 2026

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

To provide a monthly update 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 two 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 August, approximately 348 wet tonnes of wastewater residuals were produced by these facilities, of which 319 tonnes (92%) were received and processed at the RTF. The remaining 29 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. September volumes were not available at the time of report preparation.

Biosolids Management and Beneficial Use

In September, 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.

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.

September Operational Status of Beneficial Use Options

Beneficial Use Option	Current Availability	September 2026 Notes
Quarry Reclamation (Cassidy, BC)	Available	Primary beneficial use outlet for September.
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

In September, staff continued to advance development of the Biochar Project, including preparations for a First Nations engagement workshop planned for October. Commercial and technical discussions are continuing with Pyrocal PTY Ltd., the preferred proponent, and Synagro regarding integration of carbonisation equipment into the existing RTF at Hartland Landfill. This work will continue to inform project scope, costs and implementation planning as the project advances.

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 September, 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

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625 Fisgard St.,
Victoria, BC V8W 1R7

Capital Regional District

Meeting Minutes

Appointments Advisory Committee

Wednesday, December 10, 2025 **10:20 AM** **6th Floor Boardroom**
625 Fisgard Street
Victoria, BC

PRESENT
Directors: M. Little (Chair), P. Brent

Staff: T. Robbins, Chief Administrative Officer; K. Morley, General Manager, Corporate Services; M. Lagoa, Deputy Corporate Officer; J. Dorman, Committee Clerk (recorder)

Regrets: Director Windsor

The meeting was called to order at 10:20 am.

1. Territorial Acknowledgement

A Territorial Acknowledgement was provided in the preceding meeting.

2. Approval of Agenda

MOVED by Director Little, SECONDED by Director Brent,
That the agenda of the Appointments Advisory Committee meeting of December 10, 2025 be approved.
CARRIED

3. Adoption of Minutes

3.1. 25-1338 Minutes of the May 14, 2025 Appointments Advisory Committee Meeting

MOVED by Director Brent, SECONDED by Director Little,
That the minutes of the Appointments Advisory Committee meeting of May 14, 2025 be adopted as circulated.
CARRIED

4. Presentations/Delegations

There were no presentations or delegations.

5. Committee Business

There was no Committee Business.

6. Motion to Close the Meeting

6.1. 25-1339 Motion to Close the Meeting

MOVED by Director Brent, SECONDED by Director Little,
That the meeting be closed for Appointments in accordance with Section 90(1)(a) of the Community Charter.
CARRIED

The Appointments Advisory Committee moved into Closed Session at 10:21 am.

The Appointments Advisory Committee rose from the Closed Session at 10:30 am without report.

7. Adjournment

MOVED by Director Brent, SECONDED by Director Little,
That the Appointments Advisory Committee meeting of December 10, 2025 be adjourned at 10:30 am.
CARRIED

_____
CHAIR

_____
RECORDER

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625 Fisgard St.,
Victoria, BC V8W 1R7

Capital Regional District

Meeting Minutes

Core Area Liquid Waste Management Committee

Wednesday, July 22, 2026 | **11:30 AM** | **Electronic**

Electronic Meeting

PRESENT
C. Coleman (Chair), D. Kobayashi (Vice Chair), M. Alto (11:34 am), S. Brice, J. Brownoff, J. Caradonna, D. Cavens (for B. Desjardins), S. Goodmanson, K. Murdoch (11:37 am), D. Murdock, C. Plant, D. Thompson, S. Tobias, Alt. M. Wagner, C. McNeil-Smith (Board Chair, ex-officio)

Staff: T. Robbins, Chief Administrative Officer; A. Fraser, General Manager, Infrastructure and Water Services; G. Harris, Acting General Manager, Parks, Recreation and Environmental Services; J. Dales, Senior Manager, Wastewater Infrastructure Operations; J. Marr, Senior Manager, Infrastructure Planning and Engineering; S. May, Senior Manager Corporate Capital Projects Delivery Services; R. Tooke, Senior Manager, Environmental Resource Management and Innovation; C. Allison, Manager, Wastewater Capital Projects; F. Delgadillo Lopez, Manager, Strategic Planning; P. Kickham, Manager, Environmental Regulations; N. Tokgoz, Manager, Wastewater Engineering and Planning; M. Lagoa, Senior Manager, Legislative Services/Deputy Corporate Officer; J. Rennie, Committee Clerk (Recorder)

Regrets: Z. de Vries, B. Desjardins

The meeting was called to order at 11:30 am.

1. Territorial Acknowledgement

Vice Chair Kobayashi provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Brice, SECONDED by Director Kobayashi,
That the agenda of the Core Area Liquid Waste Management Committee meeting of July 22, 2026 be approved.
CARRIED

3. Adoption of Minutes

3.1. 26-0848 Minutes of the Core Area Liquid Waste Management Committee meeting of March 25, 2026

M. Alto joined the meeting at 11:34 am.

MOVED by Director Kobayashi, SECONDED by Director Caradonna,
That the minutes of the Core Area Liquid Waste Management Committee meeting of March 25, 2026 be adopted as circulated.
CARRIED

4. Chair's Remarks

Chair Coleman spoke about the committee accomplishments and thanked staff for their work on providing a hands on experience for members through tours and how they are useful for understanding the complexities of the systems.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. 26-0797 Core Area Liquid Waste Management Committee 2026 Mid-Year Capital Projects and Operations Update

A. Fraser presented Item 6.1. for information.

K. Murdoch joined the meeting at 11:37 am.

Discussion ensued on the following:
- funding models, requisitions and potential increases
- filter disk repairs and timelines
- allocation of treatment capacity
- future expansions and growth
- odour complaints

6.2. 26-0795 Wastewater Bypass Activities at MPWWTP and ECCC Warning Letter

A. Fraser presented Item 6.2. for information.

Discussion ensued on the following:
- prior discussions with federal government
- mitigation and communication plans
- wastewater bypass requirements
- planned and unplanned emergency repairs
- original designs versus designs with full redundancies

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Tobias, SECONDED by Director Kobayashi,
That the Core Area Liquid Waste Management Committee meeting of July 22, 2026 be adjourned at 12:07 pm.
CARRIED

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CHAIR

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RECORDER

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Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Emergency Management Committee

Wednesday, April 30, 2025 | **10:00 AM** | **6th Floor Boardroom, 625 Fisgard Street**

PRESENT
Members: P. Brent, G. Holman, T. Robbins, A. Fraser, L. Jones, K. Lorette, V. Somosan (for N. Chan)

Staff: S. Carby, Senior Manager, Protective Services; C. Anderson, Manager, Emergency Services; R. Carey, Resiliency and Recovery Coordinator; M. MacDonald, Legislative Services Coordinator; T. Pillipow, Committee Clerk (Recorder)

Regrets: N. Chan, K. Morley, A. Wickheim

The meeting was called to order at 10:02 am.

1. Territorial Acknowledgement

GM Lorette provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Brent, SECONDED by GM Fraser,
That the agenda for the CRD Emergency Management Committee meeting of April 30, 2025 be approved.
CARRIED

3. Adoption of Minutes

3.1. 25-0490 Minutes of the CRD Emergency Management Committee Meeting of November 13, 2024

MOVED by Director Brent, SECONDED by Director Holman,
That the minutes of the CRD Emergency Management Committee meeting of November 13, 2024 be adopted as circulated.
CARRIED

4. Chair's Remarks

There were no Chair's remarks.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. 25-0470 Old Man Lake Wildfire - After-Action Report

S. Carby presented Item 6.1. for information.

Discussion ensued regarding:
- lessons learned from this incident
- cost recovery for the operation
- consideration of including watershed risk in the inter-divisional wildfire management policy
- communication plans with external partners

6.2. 25-0471 CrowdStrike Global System Disruption - After-Action Report

S. Carby presented Item 6.2. for information.

6.3. 25-0472 Recovery Concept of Operations

C. Anderson and R. Carey spoke to Item 6.3.

Discussion ensued regarding clarification that the recovery authority could be multi-jurisdictional including First Nations.

MOVED by Director Brent, SECONDED by GM Lorette,
1. That the Recovery Concept of Operations be adopted as a mechanism for incorporating Recovery into the CRD emergency management structure and Corporate Emergency Plan;
2. That Protective Services staff be directed to initiate internal consultation and integrate Recovery curriculum into Emergency Operations Centre training; and
3. That Protective Services staff be directed to develop and implement an external consultation plan and report findings to the Emergency Management Committee.
CARRIED

6.4. 25-0473 Regional Disaster Resilience Framework

C. Anderson and R. Carey spoke to Item 6.4.

Discussion ensued regarding:
- the status of the various plans outlined
- work to be completed to meet Emergency and Disaster Management Act (EDMA) requirements
- budget implications to becoming EDMA compliant
- engaging with other municipalities on their response to critical infrastructure

MOVED by Director Brent, SECONDED by Director Holman,
That the Regional Disaster Resilience Framework be adopted as a consultative approach for internal and external engagement.
CARRIED

6.5. 25-0474 Emergency Preparedness - Staff Training Plan - 2025-2027

C. Anderson spoke to Item 6.5.

Discussion ensued regarding the potential stress that training will have on staff resources.

MOVED by GM Jones, SECONDED by GM Fraser,
That the Emergency Preparedness - Staff Training Plan - 2025-2027 be approved and that staff be directed to provide overall plan management.
CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

S. Carby informed the committee that the CRD Emergency Dashboard will have a soft launch next week of as part of Emergency Preparedness Week.

Discussion ensued regarding the communication plan for this launch.

9. Adjournment

MOVED by GM Lorette, SECONDED by GM Fraser,
That the CRD Emergency Management Committee meeting of April 30, 2025 be adjourned at 11:26 am.
CARRIED

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CHAIR

_____
RECORDER

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Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Environmental Services Committee

Wednesday, July 15, 2026 | **9:30 AM** | **Electronic**

Electronic Meeting

PRESENT
Directors: B. Desjardins (Chair), S. Tobias (Vice Chair), J. Bateman (for M. Tait), J. Brownoff, J. Caradonna, G. Holman, D. Kobayashi, C. Plant, D. Thompson, C. McNeil-Smith (Board Chair, ex-officio)

Staff: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer; G. Harris, Acting General Manager, Parks, Recreation and Environmental Services; R. Tooke, Senior Manager, Environmental Innovation; P. Enright, Manager, Climate Action; P. Kickham, Manager, Environmental Regulations; M. Miklea, Manager, Legislative Services/Deputy Corporate Officer; J. Rennie, Committee Clerk (Recorder)

Regrets: M. Tait, A. Wickheim

The meeting was called to order at 9:30 am.

1. Territorial Acknowledgement

Vice Chair Tobias provided the Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Kobayashi, SECONDED by Director Tobias,
That the agenda of the Environmental Services Committee meeting of July 15, 2026 be approved.
CARRIED

3. Adoption of Minutes

3.1. 26-0820 Minutes of the Environmental Services Committee meeting of May 20, 2026

MOVED by Director Kobayashi, SECONDED by Director Tobias,
That the minutes of the Environmental Services Committee meeting of May 20, 2026 be adopted as circulated.
CARRIED

4. Chair's Remarks

Chair Desjardins spoke about the honour of being the Chair of the Environmental Services Committee and the accomplishments of the committee. Thanks was given to the committee members and staff for all their work towards achieving the aspirational goals of the committee.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. 26-0693 Climate Action Strategy 2026-2030

R. Tooke and P. Enright spoke to Item 6.1.

Discussion ensued on the following:
- cumulative yearly and net savings
- intergenerational climate change programming
- annual reporting and long term planning
- hazard mapping and climate risks to infrastructure
- renewal strategies and living document additions
- electrification and future funding for EV chargers
- low carbon infrastructure and investment opportunities
- GHG modelling for biosolids and railway mapping
- heatpump rebates and programming
- EV charger revenue, usage and data collection
- municipality energy mapping and collaboration
- carbon credits and consumer carbon tax
- revenue direction, limitations, service and granting authority
- future new initiatives, policy efficiency and target reductions
- generating renewable energy from existing CRD infrastructure and land

MOVED by Director Caradonna, SECONDED by Director Kobayashi,
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.
CARRIED

Motion Arising 1:
MOVED by Director Thompson, SECONDED by Director Plant,
The Environmental Services Committee recommends to the Capital Regional District Board:
That staff be directed to include the CRD Climate Emergency Declaration in the Climate Action Strategy.
CARRIED

Motion Arising 2:
MOVED by Director Caradonna, SECONDED by Director Thompson,
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.
CARRIED

6.2. 26-0768 Harbours Environmental Action Service Summary

P. Kickham presented Item 6.2. for information.

Discussion ensued on the following:
- dead boat disposal society for derelict boats
- level of commitment from the core municipalities
- prevention tactics and Transport Canada legislative changes

6.3. 26-0707 Bowker Creek Blueprint | 2026 Update: A 100-Year Action Plan to Restore the Bowker Creek Watershed

P. Kickham presented Item 6.3. for information.

6.4. 26-0771 Previous Minutes of Other CRD Committees and Commissions for Information

There is no recommendation. The following minutes are for information only.
a) Climate Action Inter-municipal Task Force - March 13, 2026
b) Solid Waste Advisory Committee - April 10, 2026

7. Notice(s) of Motion

7.1. 26-0805 Motion with Notice: AI Data Centres (Director Caradonna)

J. Caradonna spoke to Item 7.1.

Discussion ensued on known projects or analysis of data centres in the capital region, department collaboration on assessment and municipal notification for future projects.

MOVED by Director Caradonna, SECONDED by Director Tobias,
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.
CARRIED

8. New Business

There is no new business.

9. Motion to Close the Meeting

9.1. 26-0821 Motion to Close the Meeting

MOVED by Director Caradonna, SECONDED by Director McNeil-Smith,
1. That the meeting be closed for contract negotiations in accordance with Section 90(1)(k) of the Community Charter.
2. That the meeting be closed for proposed municipal service in accordance with Section 90(1)(k) of the Community Charter.
CARRIED

The Environmental Services Committee went into closed session at 11:09 am.

The Environmental Services Committee rose from the closed session at 12:00 pm without report.

10. Adjournment

MOVED by Director Caradonna, SECONDED by Director Tobias,
That the Environmental Services Committee meeting of July 15, 2026 be adjourned at 12:00 pm.
CARRIED

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CHAIR

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RECORDER

Making a difference...together

Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Finance Committee

Wednesday, May 6, 2026 **9:30 AM** **6th Floor Boardroom**
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT
Directors: P. Jones (Vice Chair), P. Brent, C. Coleman, S. Goodmanson, D. Kobayashi, M. Little, K. Williams, C. McNeil-Smith (Board Chair, ex-officio) (9:49 am)

Staff: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer/General Manager, Finance and Technology; S. Henderson, General Manager, Electoral Area Services; V. Somosan, Senior Manager/ Deputy CFO, Financial Services; M. Lagoa, Senior Manager, Legislative Services/Deputy Corporate Officer; M. Miklea, Manager, Legislative Services/Deputy Corporate Officer, J. Dorman, Committee Clerk (Recorder)

EP - Electronic Participation

Guests: L. Lee, Lead Audit Engagement Partner, KMPG; C. Rice-Gural, Senior Manager, Audit, KPMG

Regrets: Directors S. Brice, R. Windsor

The meeting was called to order at 9:34 am.

1. Territorial Acknowledgement

Director Little provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Kobayashi, SECONDED by Director Coleman,
That the agenda for the Finance Committee meeting of May 6, 2026 be approved.
CARRIED

3. Adoption of Minutes

3.1. 26-0457 Minutes of the Finance Committee meeting of March 4, 2026

MOVED by Director Coleman, SECONDED by Director Williams,
That the minutes of the Finance Committee meeting of March 4, 2026 be adopted as circulated.
CARRIED

4. Chair's Remarks

Vice Chair Jones shared his condolences with the District of Langford and the family of Lillian Szpak regarding her passing.

5. Presentations/Delegations

5.1. Presentations

5.1.1. 26-0312 Presentation: Capital Regional District 2025 Audit Findings Report and Statement of Financial Information, Lenora Lee, Lead Audit Engagement Partner, KPMG

L. Lee presented Item 5.1.1.

Discussion ensued on the amortization time frames and asset benefits.

Director McNeil-Smith joined the meeting in person at 9:49 am.

5.2. Delegations

There were no delegations.

6. Committee Business

6.1. 26-0293 Capital Regional District 2025 Audit Findings Report and Statement of Financial Information

N. Chan spoke to Item 6.1.

Discussion ensued on the following:
- other revenue sources and contributors
- key performance indicator (KPI) guidelines
- operating, capital and other revenue reserves
- capital investments, amortization and tangible capital assets
- contributions to reserves and financial capacities
- debt servicing, trends and load funding and service authority
- loan authorization execution
- borrowing capacity and affordability concerns
- municipal debt levels and fund recovery
- joint and several liability between regional districts and municipalities

MOVED by Director Kobayashi, SECONDED by Director Brent,
The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2025 Statement of Financial Information be approved.
CARRIED

6.2. 26-0316 Capital Regional District External Grants Update

V. Somosan presented Item 6.2. for information.

6.3. 26-0292 Capital Regional District External Grants 2025 Annual Report

V. Somosan presented Item 6.3. for information.

Discussion ensued on the following:
- risk assessment and time frame on pending category
- coordinated and communicated grant calls
- awareness and opportunities of grants
- forecasting and variation of future grant opportunities

6.4. 26-0382 Bylaw No. 4768: 2026-2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 1, 2026

V. Somosan spoke to Item 6.4.

MOVED by Director Little, SECONDED by Director Kobayashi,
The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4768, "2026 to 2030 Financial Plan Bylaw, 2026, Amendment Bylaw No. 1, 2026", be introduced and read a first, second and third time;
2. That Bylaw No. 4768 be adopted; and
3. That the revised Staff Establishment Chart as attached as Appendix B be approved.
CARRIED

6.5. 26-0134 Updates to the Capital Regional District Investment Policy

V. Somosan spoke to Item 6.5.

Discussion ensued on the collaboration and information sharing options with municipalities.

MOVED by Director Kobayashi, SECONDED by Director Williams,
The Finance Committee recommends to the Capital Regional District Board:
That the revised Investment Policy (BRD07) be approved.
CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Coleman, SECONDED by Director Williams,
That the Finance Committee meeting of May 6, 2026 be adjourned at 10:48 am.
CARRIED

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CHAIR

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RECORDER

Meeting Minutes

Governance and First Nations Relations Committee

Wednesday, June 3, 2026 **9:30 AM** **6th Floor Boardroom**
625 Fisgard St.
Victoria BC V8W 1R7

PRESENT
Directors: M. Little (Chair), K. Williams (Vice Chair), J. Bateman (for M. Tait), P. Brent, D. Cavens (for B. Desjardins), C. Coleman, K. Murdoch, D. Murdock (9:37 am), C. Plant (EP), C. McNeil-Smith (Board Chair, ex officio)

Staff: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer/General Manager, Finance and Technology; K. Morley, General Manager, Corporate Services; M. Lagoa, Senior Manager, Legislative Services/Deputy Corporate Officer; A. Orr, Senior Manager, Corporate Communications; Z. Gray, Manager Website and Multimedia Development, Corporate Communications; F. Lopez, Manager, Strategic Planning; M. Miklea, Manager, Legislative Services/Deputy Corporate Officer, T. Pillipow, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors M. Alto, B. Desjardins, M. Tait

The meeting was called to order at 9:30 am.

1. Territorial Acknowledgement

Director Brent provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Williams, SECONDED by Director Murdoch,
That the agenda for the Governance and First Nations Relations Committee meeting of June 3, 2026 be approved.
CARRIED

3. Adoption of Minutes

3.1. 26-0512 Minutes of the Governance and First Nations Relations Committee meeting of April 1, 2026

MOVED by Director Coleman, SECONDED by Director Williams,
That the minutes of the Governance and First Nations Relations Committee meeting of April 1, 2026 be approved as circulated.
CARRIED

4. Chair's Remarks

Chair Little noted that this is National Accessibility Week where we celebrate and promote the valuable contributions of leadership of persons with differing abilities, organizations, and communities that are removing barriers to support ongoing efforts to be a more accessible and disability inclusive Canada. This year's theme is Building a Strong Accessible Canada.

At the CRD, the Accessibility Advisory Committee reports through the Governance and First Nations Relations Committee to the CRD Board. The Accessible British Columbia Act was enacted in 2022, and complements the Accessible Canada Act. The CRD has met the three asks of that act.

The Chair extended her compliments to the members past and present of the Accessibility Advisory Committee and to CRD Staff.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. 26-0656 2026 General Local Election - Appointment of Chief Election Officer and the Deputy Chief Election Officers

Director Murdock joined the meeting in person at 9:37 am.

K. Morley spoke to Item 6.1.

Discussion ensued regarding a potential correction to the number of Islands Trust races within the CRD.

MOVED by Director Brent, SECONDED by Director Williams,
The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:
1. That pursuant to Section 58 of the Local Government Act, the Board appoint Kristen M. Morley as Chief Election Officer with the power to appoint such other assistance as may be required for the administration and conduct of the 2026 General Local Elections; and
2. That the Board appoint Colleen Doty, Kerry Fedosenko, Meriel Galloway, Marlene Lagoa, and Marius Miklea as Deputy Chief Election Officers.
CARRIED

6.2. 26-0655 Bylaw No. 4781 - Capital Regional District Election and Voting Procedures Bylaw, 2008, Amendment Bylaw No. 5, 2026

K. Morley spoke to Item 6.2.

MOVED by Director Williams, SECONDED by Director Coleman,
The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4781, "Capital Regional District Election and Voting Procedures Bylaw, 2008, Amendment Bylaw No. 5, 2026", be introduced, read a first, second, and third time.
2. That Bylaw No. 4781 be adopted.
CARRIED

6.3. 26-0647 CRD Service Review Program

T. Robbins spoke to Item 6.3.

Discussion ensued regarding:
- standardized reporting on key performance indicators, service goals, and progress
- that a review pertaining to a specific service area would be shared with the related committee
- focusing on opportunities to gain efficiencies
- thanks to staff for their good work

MOVED by Director Plant, SECONDED by Director Murdoch,
The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:
1. That staff be directed to include the Proposed service reviews listed in Appendix B to the five-year workplan;
2. That staff be directed to proceed with the development of an ongoing, standardized process for initiating and conducting regular service reviews.
CARRIED

6.4. 26-0616 Public Engagement Policy and Framework

Z. Gray spoke to Item 6.4.

Discussion ensued regarding:
- potential resource implications
- managing public engagement expectations
- broadening our social media engagement
- methods to engage younger generations

MOVED by Director Coleman, SECONDED by Director Brent,
The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:
That the Public Engagement Policy (BRD09) and supporting Framework be adopted.
CARRIED

Motion Arising:
MOVED by Director Murdoch, SECONDED by Director Murdock,
The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:
That staff report back on the use of social media platforms.

Discussion ensued confirming that there is an existing policy on social media.

The question was called on the motion arising.
The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:
That staff report back on the use of social media platforms.
CARRIED
Opposed: Plant

6.5. 26-0475 Regional Grants-in-Aid Policy (BRD13)

N. Chan presented Item 6.5. for information.

6.6. 26-0514 Previous Minutes of Other CRD Committees and Commissions for Information

Discussion ensued regarding the diversity of the Victoria Family Court and Youth Services Committee.

There was no recommendation. The following minutes were received for information only.
a) Accessibility Advisory Committee - January 20, 2026
b) Victoria Family Court Youth Justice Committee - February 26, 2026

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Coleman, SECONDED by Alternate Director Bateman,
That the Governance and First Nations Relations Committee meeting of June 3, 2026 be adjourned at 10:37 am.
CARRIED

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CHAIR

_____
RECORDER

Meeting Minutes

Hospitals and Housing Committee

Wednesday, June 3, 2026 **1:30 PM** **6th Floor Boardroom**
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT
K. Murdoch (Chair), J. Caradonna (Vice Chair), P. Brent, S. Brice, Z. de Vries (EP), M. Gardiner (for M. Alto), G. Holman, Alt. M. Wagner (for S. Goodmanson) (EP) (1:32 pm), C. McNeil Smith (Board Chair, ex officio)

Staff: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer; S. Henderson, General Manager, Electoral Area Services; K. Lorette, General Manager, Housing, Planning and Protective Services; M. Barnes, Senior Manager, Health and Capital Planning Strategies; D. Elliot, Senior Manager, Regional Housing; M. Miklea, Deputy Corporate Officer/Manager, Legislative Services; J. Ives, Committee Clerk (recorder)

EP - Electronic Participation

Regrets: Directors Alto, Goodmanson and Jones

The meeting was called to order at 1:30 pm.

1. Territorial Acknowledgement

Chair Murdoch provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Brice, SECONDED by Vice Chair Caradonna,
That the agenda for Hospitals and Housing Committee meeting of June 3, 2026 be approved.
CARRIED

3. Adoption of Minutes

3.1. 26-0643 Minutes of the Hospitals and Housing Committee Meeting of May 6, 2026

MOVED by Director Brice, SECONDED by Vice Chair Caradonna,
That the minutes of the Hospitals and Housing Committee meeting of May 6, 2026 be adopted as circulated.
CARRIED

4. Chair's Remarks

There were no Chair's remarks.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. 26-0607 Capital Region Housing Corporation Quarter 1 Update, 2026

K. Lorette presented Item 6.1. for information.

6.2. 26-0608 Capital Regional Hospital District Capital Contribution Funding Model

N. Chan and K. Lorette spoke to Item 6.2.

Discussion ensued regarding:
- each capital project is negotiated on a case-by-case basis
- 30% contribution rate for major capital projects was established by a CRD Board resolution
- cost-sharing arrangements with Island Health
- Capital Regional Hospital District (CRHD) expenses have been decreasing due to maturing debt
- surpluses held in a debt reserve fund are helping to stabilize the requisition for the CRHD

MOVED by Vice Chair Caradonna, SECONDED by Director Holman,
The Hospitals and Housing Committee recommends to the Capital Regional Hospital District Board:
That the Capital Regional Hospital District maintains the current capital contribution funding model as follows:
· Maintain a 30% contribution for major capital projects;
· Maintain a 40% contribution for minor capital projects; and
· Maintain current annual allocations for medical equipment.
CARRIED

6.3. 26-0666 Harbour Lane Mortgage Renewal

K. Lorette spoke to Item 6.3.

MOVED by Vice Chair Caradonna, SECONDED by Director Holman,
The Hospitals and Housing Committee recommends to the Capital Region Housing Corporation Board:
1. That the resolution required by BC Housing Management Commission to renew the mortgage for Harbour Lane through the Tendered Lending Program for a term not to exceed 10 years as required be approved; and
2. That Edward Robbins, Chief Administrative Officer or Nelson Chan, Chief Financial Officer, or their duly authorized delegates, together or with any one officer or director of the Borrower for and on behalf of the Borrower be authorized to sign any documents related to the mortgage renewal.
CARRIED

7. Notice(s) of Motion

7.1. 26-0561 Motion with Notice: Rent Supplements Programs Advocacy Letter (Director Caradonna)

J. Caradonna spoke to Item 7.1.

Discussion ensued regarding how CRHC tenants residing in subsidized housing are not eligible for rent supplements, but those in non-subsidized properties could benefit from them.

MOVED by Vice Chair Caradonna, SECONDED by Director Holman,
That the Hospitals and Housing Committee recommends to the Capital Regional District Board:
That the Board Chair write an advocacy letter to the Ministers of Finance and Housing and Municipal Affairs requesting continued financial support for rent supplements programs in the province.
CARRIED

7.2. 26-0604 Motion with Notice: Pender Island Health Clinic Capital Funding (Director Brent)

P. Brent spoke to Item 7.2.

MOVED by Director Brent, SECONDED by Director Holman,
The Hospitals and Housing Committee recommends to the Capital Regional Hospital District Board:
That the Capital Regional Hospital District Board allocate $100,000 in capital funding to the Pender Island Health Clinic in 2026.

Discussion ensued regarding:
- the CRHD typically cost-shares with Island Health on capital projects
- contributing funding toward the facility directly would be precedent setting
- Island Health leases approximately 20 per cent of the building and is not responsible for major capital upgrades
- structure and availability of CRHD debt reserve funding
- staff to undertake analysis as to whether debt reserve funds could be allocated or if a requisition would be required
- CRHD Board previously directed staff to explore equipment funding for Pender Health Care Clinic with Island Health

Referral Motion:
MOVED by Director Caradonna, SECONDED by Director Brent,
The Hospitals and Housing Committee recommends to the Capital Regional Hospital District Board:
That the matter be referred to staff for a report back.
CARRIED
Opposed: Holman

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Brent, SECONDED By Director Brice,
That the Hospitals and Housing Committee meeting of June 3, 2026 be adjourned at 3:21 pm.
CARRIED

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CHAIR

_____
RECORDER

Meeting Minutes

Performing Arts Facilities Select Committee

Wednesday, October 1, 2025 **4:00 PM** **6th Floor Boardroom**
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT
Directors: M. Alto (Chair), C. McNeil-Smith (Vice Chair), J. Bateman (for M. Tait) (EP), P. Brent, J. Caradonna, S. Goodmanson, K. Murdoch, C. Plant

Staff: N. Chan, Chief Financial Officer/General Manager, Finance and Technology; C. Gilpin, Manager, Arts & Culture; M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Director M. Tait

The meeting was called to order at 4:01 pm

1. Territorial Acknowledgement

Director Goodmanson provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Caradonna, SECONDED by Director Brent,
That the agenda for the Performing Arts Facilities Select Committee meeting of October 1, 2025 be approved.
CARRIED

3. Adoption of Minutes

3.1. 25-0959 Minutes of the Performing Arts Facilities Select Committee Meeting of July 2, 2025

MOVED by Director McNeil-Smith, SECONDED by Director Caradonna,
That the minutes of the Performing Arts Facilities Select Committee meeting of July 2, 2025 be adopted as circulated.
CARRIED

4. Chair's Remarks

There were no Chair's remarks.

5. Presentations/Delegations

5.1. Presentations

There were no presentations.

5.2. Delegations

5.2.1. 25-1024 Delegation - Judith Cullington; Representing Juan de Fuca Performing Arts Centre Society: Re: Agenda Item 6.1. Performing Arts Facilities Service: Establishing Bylaw No. 4704 and Service Plan

J. Cullington spoke to Item 6.1.

5.2.2. 25-1032 Delegation - Ian Rye; Representing Pacific Opera Victoria: Re: Agenda Item 6.1. Performing Arts Facilities Service: Establishing Bylaw No. 4704 and Service Plan

I. Rye spoke to Item 6.1.

5.2.3. 25-1033 Delegation - Denny Warner; Representing Mary Winspear Centre: Re: Agenda Item 6.1. Performing Arts Facilities Service: Establishing Bylaw No. 4704 and Service Plan

D. Warner spoke to Item 6.1.

5.2.4. 25-1034 Delegation - Jennifer Johnson; Representing Royal & McPherson Theatres Society: Re: Agenda Item 6.1. Performing Arts Facilities Service: Establishing Bylaw No. 4704 and Service Plan

J. Johnson spoke to Item 6.1.

6. Committee Business

6.1. 25-0998 Performing Arts Facilities Service: Establishing Bylaw No. 4704 and Service Plan

C. Gilpin spoke to Item 6.1.

Discussion ensued regarding:
- potential budgetary implications should existing facilities require upgrades
- the process to transfer ownership of the McPherson Theatre to the CRD
- the service establishment process
- funding allocations for facilities which the CRD does not own
- the rising operating subsidies of the Royal and McPherson Theatres
- the requisition increase per average residential assessment

MOVED by Director Plant, SECONDED by Director Caradonna,
The Performing Arts Facilities Select Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4704, "Performing Arts Facilities Service Establishing Bylaw No. 1, 2025", be introduced and read a first, second, and third time;
2. That participating area approval be obtained for the entire proposed service area by alternative approval process; and
3. That Bylaw No. 4704 be forwarded to the Inspector of Municipalities for approval.
CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director McNeil-Smith, SECONDED by Director Plant,
That the Performing Arts Facilities Select Committee meeting of October 1, 2025 be adjourned at 5:07 pm.
CARRIED

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CHAIR

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RECORDER

Making a difference...together

Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Planning and Protective Services Committee

Wednesday, June 24, 2026 **1:30 PM** **6th Floor Boardroom**
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT
Z. de Vries (Chair), D. Thompson (Vice Chair), M. Little, Alt. M. Wagner, A. Wickheim (EP), K. Williams (EP), C. McNeil-Smith (Board Chair, ex officio)

Staff: T. Robbins, Chief Administrative Officer; K. Lorette, General Manager, Housing, Planning and Protective Services; P. Klassen, Senior Manager, Regional Planning and Transportation; M. Miklea, Deputy Corporate Officer/Manager, Legislative Services; J. Ives, Committee Clerk (recorder)

EP - Electronic Participation

Regrets: Directors Jones, Windsor

Guest: Andrew Devlin, Principal, Access Planning

The meeting was called to order at 1:31 pm.

1. Territorial Acknowledgement

Chair de Vries provided a Territorial Acknowledgment.

2. Approval of Agenda

MOVED by Director Little, SECONDED by Alternate Director Wagner,
That the agenda for the Planning and Protective Services Committee meeting of June 24, 2026 be approved.
CARRIED

3. Adoption of Minutes

3.1. 26-0759 Minutes of the Planning and Protective Services Committee Meeting of February 25, 2026

MOVED by Director Little, SECONDED by Alternate Director Wagner,
That the minutes of the Planning and Protective Services Committee meeting of February 25, 2026 be adopted as circulated.
CARRIED

4. Chair's Remarks

There were no Chair's remarks.

5. Presentations

5.1. 26-0776 Presentation: Andrew Devlin, Principal, Access Planning; Re: Aligning Regional Transportation and Growth Planning

A. Devlin presented Item 5.1. for information.

Discussion ensued regarding:
- identifying criteria for determining the regional significance of certain corridors
- establishing a framework for making investment decisions
- technical analysis of the region's modeshare targets
- developing a network that connects major growth nodes and centers

6. Delegations

There were no delegations.

7. Committee Business

7.1. 26-0598 Aligning Regional Transportation and Growth Planning

K. Lorette presented Item 7.1. for information.

7.2. 26-0696 Regional Growth Strategy Update

K. Lorette spoke to Item 7.2.

Discussion ensued regarding:
- different land use designations in Official Community Plans (OCPs)
- definitions of rural, rural-residential and agricultural land use
- focusing growth and servicing within Urban Containment Boundary (UCB)
- process by which the UCB can be altered
- OCPs can identify areas in which to encourage or constrain growth
- factors informing Regional Growth Strategy update

Director McNeil-Smith left the meeting at 2:25 pm.

MOVED by Director Little, SECONDED By Alternate Director Wagner,
The Planning and Protective Services Committee recommends to the Capital Regional District Board:
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

Director Little left the meeting at 2:36 pm.

7.3. 26-0695 Regional Context Statement Alignment Review - Town of View Royal

K. Lorette spoke to Item 7.3.

MOVED by Director Thompson, SECONDED by Alternate Director Wagner,
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.
CARRIED

7.4. 26-0703 Previous Minutes of Other CRD Committees and Commissions for Information

K. Lorette presented Item 7.4. for information.

There is no recommendation. The following minutes were received for information only:
a) Development and Planning Advisory Committee minutes of March 2, 2026
b) Regional Emergency Coordinators Advisory Commission minutes of February 12, 2026

8. Notice(s) of Motion

There were no notices of motion.

9. New Business

There was no new business.

10. Adjournment

MOVED by Alternate Director Wagner, SECONDED by Director Thompson,
That the Planning and Protective Services Committee meeting of June 24, 2026 be adjourned at 2:38 pm.
CARRIED

_____
Chair

_____
Recorder

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625 Fisgard St.,
Victoria, BC V8W 1R7

Capital Regional District

Meeting Minutes

Regional Parks Committee

Wednesday, July 22, 2026 | **9:30 AM** | **Electronic**

Electronic Meeting

PRESENT
J. Brownoff (Chair), S. Goodmanson (Vice Chair), J. Bateman (for M. Tait), C. Coleman, G. Holman, S. Riddell (for R. Windsor), S. Tobias, Alt. M. Wagner, K. Williams, C. McNeil-Smith (Board Chair, ex officio)

Staff: T. Robbins, Chief Administrative Officer; G. Harris, Acting General Manager, Parks, Recreation and Environmental Services; M. MacIntyre, Senior Manager, Regional Parks; N. Cann, Manager, Visitor Experience and Stewardship; A. Pickrell, Senior Parks and Trails Planner; J. Robinson, Senior Conservation Biologist; M. Miklea, Manager, Legislative Services/Deputy Corporate Officer; J. Rennie, Committee Clerk (Recorder)

Regrets: M. Tait, R. Winsdor

The meeting was called to order at 9:30 am.

1. Territorial Acknowledgement

Chair Brownoff provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Goodmanson, SECONDED by Alternate Director Wagner,
That the agenda of the Regional Parks Committee meeting of July 22, 2026 be approved.
CARRIED

3. Adoption of Minutes

3.1. 26-0851 Minutes of the Regional Parks Committee Meeting of June 24, 2026

MOVED by Director Coleman, SECONDED by Director Goodmanson,
That the minutes of the Regional Parks Committee meeting of June 24, 2026 be adopted as circulated.
CARRIED

4. Chair's Remarks

Chair Brownoff recognized the Regional Parks Committee and staff and thanked them for all their work towards the Committee's goals.

In preperation of the upcoming summer break, M. MacIntyre presented videos highlighting paddlecraft launch instructions and wilderness cameras capturing large carnivores.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. 26-0830 Wetland Creation Project at Elk/Beaver Lake Regional Park

M. McIntyre and J. Robinson presented Item 6.1. for information.

Discussion ensued on the following:
- biodiversity projects, ecosystems and data collection
- species at risk and alge blooms
- public access and education surrounding alge blooms
- watershed management plan
- improvement to lake health and initiatives

6.2. 26-0831 Elk Lake Oxygenation System Update - 2025 Annual Report

J. Robinson presented Item 6.2. for information.

Discussion ensued on the following:
- source identification of phosphorus in the lake
- information sharing and progress reporting on a regular basis
- stormwater management and technology to contain contaminants
- Island Health algae bloom notification protocols

Motion Arising:
MOVED by Alternate Director Wagner, SECONDED by Director Goodmanson,
The Regional Parks Committee recommends to the Capital Regional District Board:
That staff provide an annual update on the Elk/Beaver Lake Watershed Management Plan.
CARRIED

6.3. 26-0832 Off-leash Dogs in the Governor General Area at Elk/Beaver Lake Regional Park

A. Pickrell spoke to Item 6.3.

Discussion ensued on the following:
- dog management within regional parks
- enforcement within parks and issuance of notices

MOVED by Alternate Director Wagner, SECONDED by Director Tobias,
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.
CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Holman, SECONDED by Director Tobias,
That the Regional Parks Committee meeting of July 22, 2026 be adjourned at 10:59 am.
CARRIED

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CHAIR

_____
RECORDER

Meeting Minutes

Transportation Committee

Wednesday, July 22, 2026 **1:30 PM** **Electronic**
625 Fisgard St.
Victoria, BC V8W 1R7

Electronic Meeting

PRESENT
Directors: D. Murdock (Chair), S. Goodmanson (Vice Chair), J. Bateman (for M. Tait), S. Brice (1:43 pm), J. Caradonna, D. Cavens (for B. Desjardins), R. Fawcett (for P. Brent), Alt. K. Guiry, D. Kobayashi, S. Riddell (for R. Windsor), D. Thompson (1:44pm), C. McNeil Smith (Board Chair, ex officio)

Staff: T. Robbins, Chief Administrative Officer; K. Lorette, General Manager, Housing, Planning and Protective Services; P. Klassen, Senior Manager, Regional Planning and Transportation; A. Orr, Senior Manager, Corporate Communications; F. Delgadillo Lopez, Manager, Strategic Planning; G. Tokgoz, Manager, Transportation; J. Douillard, Senior Transportation Planner; L. Neale, Communications Advisor; M. Lagoa, Senior Manager, Legislative Services/Deputy Corporate Officer; M. Miklea, Manager, Legislative Services/Deputy Corporate Officer (Recorder)

Guests: D. Bracewell, Founder, Mobility Foresight; T. McKay, Senior Manager, Transportation and Development Services, District of Saanich; E. Wren, BC Transit

Regrets: Directors P. Brent, Z. de Vries, B. Desjardins, M. Tait, R. Windsor

The meeting was called to order at 1:30 pm.

1. Territorial Acknowledgement

Vice Chair Goodmanson provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Kobayashi, SECONDED by Director Goodmanson,
That the agenda for the Transportation Committee meeting of July 22, 2026 be approved.
CARRIED

3. Adoption of Minutes

3.1. 26-0850 Minutes of the Transportation Committee Meeting of May 27, 2026

MOVED by Director Goodmanson, SECONDED by Director Kobayashi,
That the minutes of the Transportation Committee meeting of May 27, 2026 be adopted as circulated.
CARRIED

4. Chair's Remarks

Chair Murdock thanked committee members and staff for the excellent work completed this term, particularly the establishment of the Regional Transportation Service.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

Director Brice joined the meeting electronically at 1:43 pm.
Director Thompson joined the meeting electronically at 1:44 pm.

6.1. 26-0791 Transportation Governance Update

K. Lorette spoke to Item 6.1.

Discussion ensued regarding:
- engagement with regional and provincial partners regarding the potential approach to stepwise governance
- future engagement with First Nations and the Reconciliation Corridor Initiative
- clarification of the [collaborative] next steps in this process

MOVED by Director Caradonna, SECONDED by Director Kobayashi,
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; and
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.

Amending Motion:
MOVED by Director Caradonna, SECONDED by Director Kobayashi,
That Part 2 of the main motion be amended as follows:
1. That Part 2 be amended by inserting the words ", Victoria Regional Transit Commission, and BC Transit" after the words "(CRD)";
2. That Part 2 be amended by striking out the word "integration" and inserting the words "potential fusion";
3. That Part 2 be amended by striking out the [the second instance of] words "Victoria Regional Transit Commission" and inserting the words "Victoria Regional Transit Commission's and CRD's transportation-related";
4. That Part 2 be amended by striking out the words "fully representative CRD" and inserting the words "representative and unified CRD-backed"; and
CARRIED

Amending Motion:
MOVED by Director Caradonna, SECONDED by Director Kobayashi,
That Part 3 of the main motion be amended by inserting the words ", as well as a consultation plan for collaborating with regional First Nations on these proposed governance changes" after the word "implementation".
CARRIED

The question was called on the Main Motion as amended.

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), Victoria Regional Transit Commission, and BC Transit to advance the development of legislative changes to enable more integrated regional transportation decision-making, including the potential fusion of the Victoria Regional Transit Commission's and CRD's transportation-related responsibilities into a representative and unified CRD-backed governance model that:
a. Aligns the planning, investment, and delivery of regional multi-modal transportation priorities;
b. Enhances responsiveness and accountability to local governments; and
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; and
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, as well as a consultation plan for collaborating with regional First Nations on these proposed governance changes.
CARRIED

6.2. 26-0792 Regional Transportation Advisory Committee Recommendation to Advocate on Transit Funding

K. Lorette spoke to Item 6.2.

MOVED by Director Caradonna, SECONDED by Director McNeil-Smith,
That the rules of the Capital Regional District Board Procedures Bylaw be suspended to allow T. McKay, Senior Manager, Transportation and Development Services, District of Saanich, to speak to Item 6.2.
CARRIED

T. MacKay spoke to Item 6.2.

Discussion ensued regarding the understanding that regional transportation priorities encompasses mode-share targets.

MOVED by Director Caradonna, SECONDED by Alternate Director Cavens,
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.
CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Caradonna, SECONDED by Alternate Director Guiry,
That the Transportation Committee meeting of July 22, 2026 be adjourned at 2:36 pm.
CARRIED

_____
CHAIR

_____
RECORDER

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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)

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4783

****

A BYLAW TO AMEND THE CAPITAL REGIONAL DISTRICT ARTS AND RECREATION SERVICES OPERATING RESERVE FUND BYLAW (BYLAW NO. 4145)

****

WHEREAS:

A. The Capital Regional District, pursuant to supplementary Letters Patent, bylaws, or the *Local Government Act* have established Arts and Recreation services;

B. Pursuant to Section 377 of the *Local Government Act*, the Board of the Regional District is empowered by Section 188 of the *Community Charter*, to establish a reserve fund for a specified purpose and direct that money be placed to the credit of the Reserve fund;

C. Under Bylaw No. 4145, "Capital Regional District Arts and Recreation Services Operating Reserve Fund Bylaw, No. 1, 2016", the Regional Board established separate operating reserves for certain Capital Regional District services to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required; and

D. The Board wishes to amend Bylaw No. 4145 to update the list of Capital Regional District Arts and Recreation services.

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

1. Bylaw No. 4145, "Capital Regional District Arts and Recreation Services Operating Reserve Fund Bylaw, No. 1, 2016", is hereby amended by deleting Section 1 in its entirety and replacing it with the following:

   1. The Regional District hereby establishes a separate operating reserve fund for each of the following Capital Regional District regional and sub-regional services:

      a) Arts and Cultural Grants;
      b) Sooke and Electoral Area Recreation and Facilities;
      c) Saanich Peninsula Recreation Service (Panorama Recreation); and
      d) Performing Arts Facilities Service.

2. This Bylaw may be cited as "Capital Regional District Arts and Recreation Services Operating Reserve Fund Bylaw No. 1, 2016, Amendment 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

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

Valla Tinney
President, RMTS Board

Cc: Chris Gilpin, Manager, Arts & Culture

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REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 07, 2026

SUBJECT **CAO Quarterly Progress Report No. 3, 2026**

ISSUE SUMMARY

To provide the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2023-2026 Board and Corporate Priorities, Capital and Operating Budget Variances, and People, Safety & Culture statistics up to September 30, 2026.

BACKGROUND

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

DISCUSSION

Corporate Activities and Initiatives

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

Vancouver Island's first accessible paddlecraft launch was completed at Elk/Beaver Lake Regional Park at the Brookleigh boat launch this past July. The new infrastructure includes a wheelchair accessible ramp, a step free-free dock that was installed earlier in the year, and an integrated, custom paddlecraft launch system designed to help people enjoy paddling on Elk Lake.

The CRD received $7 million in funding through the Community Stream of the Build Canada Strong Fund, which is administered by the Union of BC Municipalities, to support the introduction of new carbonization technology at the Residual Treatment Facility at Hartland Landfill to transform Class A biosolids (the leftover solids from wastewater treatment) into biochar.

The opening of Salt Spring Island's new Fire Hall No. 1 on September 6, 2026, marks a significant investment in emergency services infrastructure and community resilience within the CRD. Located on Lower Ganges Road, the new $13.62 million facility replaces the aging Ganges fire hall and provides a modern, disaster-ready operations centre for Salt Spring Island Fire Rescue. The project, funded through a combination of voter-approved borrowing and other district resources, reflects more than three decades of planning and collaboration among the Fire Protection District, firefighters, elected officials, and community members.

On September 16, 2026, Pacific Economic Development Canada announced a PacifiCan investment of $500,000 through the Build Communities Strong Fund – Local Impact Stream for the Island Corridor Foundation to conduct feasibility and technical studies on potentially restoring rail service between Victoria West and Langford.

The CRD acknowledges and honours September 30 as both Orange Shirt Day and the National Day for Truth and Reconciliation. This day is an opportunity to reflect on the legacy of the residential school system, the lasting impacts that it had on over 150,000 children and their families, and how it continues to impact them to this day. In recognition, the CRD proudly flew the Xe Xe Smun' Eem "Our Sacred Children" flag for truth and reconciliation. We were deeply honoured to borrow this powerful symbol from Eddy Charlie and his friend Kristin Spray, co-organizers of Victoria Orange Shirt Day and Xe Xe Smun' Eem.

Board Priorities and Corporate Plan Initiatives

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

Board Advocacy

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

Progress on advocacy is reflected in the Advocacy Dashboard Progress Report Q3, 2026 as Appendix D. Progress on advocacy specifically related to the Electoral Areas is reflected in the Electoral Areas Advocacy Dashboard as Appendix E.

Operating Variance Financial Report – Q2, 2026

The Financial Operating Variance Report details the quarterly operating variance, providing actual results and annual forecasts for services with an annual budget greater than $1.5 million. The report lags by one quarter to allow time for financial reconciliation prior to reporting. These services constitute approximately 86% of the consolidated financial plans for the CRD, CRHD, and CRHC.

The amount of budget expended through the quarter will vary from service to service, depending on planned expenditures, seasonality, and the timing of the transactions. Budgeted revenue can also fluctuate by quarter; for example requisition funding is received in Q3, while utilities, landfill, and recreation services sales revenue is earned throughout the year and influenced by seasonal trends.

The quarterly Financial Operating Variance Report (Appendix F) highlights the percentage of the annual budget that has been expended to date, for both revenue and expenses, throughout 2026.

Capital Regional District

The quarterly and year-end forecasts indicate that the majority of service budgets are on track and aligned with the annual budget, funding essential community services such as water, wastewater management, and solid waste disposal.

The largest driver for variance from budget across several service areas are salary savings, due to staff hiring timing and temporary staff vacancies. Planned deferral of one-time expenses from 2026 to 2027 is the secondary driver for variance.

Capital Regional Hospital District

The report highlights savings resulting from lower estimated feasibility study costs, and lower maintenance costs forecast for The Summit, 950 Kings, and Oak Bay Lodge properties.

Capital Region Housing Corporation

The actuals for CRHC are presented by portfolio and reflects the estimated cost savings and revenue variances forecasted at the end of Q2. Minor savings are anticipated, primarily due to salary savings on temporary staff vacancies. In addition, the ILBC building budget is forecasted under budget, as it was divested at the end of Q1. Revenue is estimated under budget due to increased unit vacancies in the RHFP buildings, and the rent up of the Caledonia building.

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

Capital Variance Financial Report – Q2, 2026

The Capital Variance Financial Report (Appendix G) highlights variances between actual expenditures and both the quarterly and annual capital budgets for all entities (CRD, CRHD and CRHC). The report is current to the end of Q2 and includes all capital projects with a budget greater than $0.5 million.

The Capital Plan is budgeted on a quarterly basis, reflecting the scope and schedule of each initiative. Forecasts are updated each quarter to improve accuracy and provide more detailed updates as projects progress and tenders are finalized.

Capital Regional District

Capital expenditures on projects greater than $0.5 million totaled $18.7 million in Q2, 18% below forecasted costs of $22.7 million. The $4.0 million variance can be largely attributed to:

- Design and scheduling work on the Regional Trestle Renewal, Trails Widening and Lighting project. Detour construction began in Q2, but major construction now scheduled to later quarters in 2026 and 2027, accounting for $1.4 million (Regional Transportation);
- Pipe installation for the Saanich Peninsula Water System Upgrade and Expansion project continued through Q2, with further work forecast to occur throughout the remainder of the year, accounting for $1.2 million (Saanich Peninsula Water Supply);
- Completion of the strain press installation and commissioning at the Residual Treatment Facility will occur through the rest of the year, and into 2027. This accounts for $0.6 million (Core Area Wastewater);
- Scope of the Thuthiqut Hulelum (Forest Homes) project revised and tendered in Q2, with construction forecast for Q4. This accounts for $0.5 million (Land Banking & Housing);
- Condition assessments began on the bridges at Witty's Lagoon in Q2, with replacement work scheduled for Q3 to align with Fisheries timing. This accounts for $0.3 million (Regional Parks); and

- The Main No.4 extension project advanced construction work in Q2 on the Bear Hill Trunk Extension, with the Main No.4 segment to be completed in 2027. This accounts for ($0.9) million (Regional Water Supply).

Other variance contributors include timing of annual provisional emergency repairs and the Harling Point Pump Station for Core Area Wastewater, timing adjustments for the Microwave Radio upgrades and building upgrades to the 479 Island Highway facility for Regional Water Supply and Juan de Fuca Water Distribution, minor timing delays for the Gas & Leachate Pipe Extension, Hartland Amenity project and Contractor Workshop Relocation at Hartland Landfill.

Capital Regional Hospital District

There are no capital projects greater than $500,000 in the 2026 Financial Plan.

Capital Region Housing Corporation

Capital expenditures on projects greater than $0.5 million totaled $15.9 million in Q2, 41% less than forecast. Minor timing delays impact the redevelopment of the Cedar Hill Library & HSG for $3.9 million, the Village on the Green for $2.8 million, the Swanlea for $1.7 million, and Verdia/Brentwood for $1.1 million. All projects are forecasted to remain on plan for the remainder of 2026.

People, Safety & Culture

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

The CRD continues to experience increased pressures associated with economic conditions, a highly competitive labour market, and a steady number of retirements, especially in areas requiring specialized labour. The CRD has implemented significant employment engagement and work strategies as part of our comprehensive People, Safety & Culture Strategic Plan to aid in ensuring we attract and retain a high caliber workforce. The four-year People, Safety & Culture Strategic Plan (2024-2027) (here) includes significant actions to enhance efforts around our people and culture and aligns with the Corporate Plan and Board Strategic Priorities. These actions ensure the organization is supported in this key service area, and the CRD remains competitive and is an employer of choice in the competitive market.

As part of our People, Safety & Culture strategic initiatives, the CRD has worked to modernize the work environment through the Alternative Work Options (AWO) program (earned time off and/or compressed work week alternatives), hybrid work from home, and workplace flexibility initiatives, and continues to evaluate the effectiveness of these programs. Since implementation in 2023, a significant number of eligible CRD employees have elected to participate in the AWO, hybrid work from home, and/or workplace flexibility programs. These programs build upon our foundational elements of:

- providing employees with greater flexibility and work life balance, which in turn supports the retention of our employees and ensures the CRD is a competitive employer who takes into consideration employee circumstances including diversity, equity, and inclusion, employee engagement, satisfaction, health, and wellness;
- ensuring organizational and business needs are being met and are effective and efficient; and

- contributing to the CRD's climate action goals regarding sustainability including the reduction of CO2 emissions by decreasing work related travel.

The AWO and workplace flexibility initiatives have had a positive impact in our employee engagement, recruitment, and retention initiatives. In addition, and based on regional census journey calculations, the hybrid work from home arrangements have continue to have a direct and positive impact on the CRD regional transportation goal of reducing congestion in the morning and afternoon peak periods. In 2026, we revisited some aspects of our AWO program, tied to collective bargaining, ensuring we remained aligned to the foundational principles, and are confident that this program will continue to have a positive impact for our staff, our organization, and the many services we provide. We will continue to monitor the program on a regular basis to ensure the core targets are being met and maintained.

The CRD's proactive and positive focus on workplace health and safety remains a top priority, and the CRD's comprehensive occupational health and safety (OHS) strategy, which is aligned with OHS best practice standards, meets or exceeds requirements of the WorkSafeBC approved municipal Certificate of Recognition (CoR) program. The CRD continues to experience a positive (merit) situation with WorkSafeBC, and most recently achieved a score of 92% for our 2026 Certification of Recognition audit.

The CRD recently completed its 2026 Employee Experience Survey, building on the organization's renewed commitment to understanding and improving workplace experience following the first organization-wide survey in over a decade in 2023. As with the previous survey, the CRD partnered with third-party consultant EPSI to ensure a consistent, independent approach to survey administration and data analysis. Employee Experience Surveys provide an important opportunity for staff across the organization to share feedback on their workplace experience, helping to inform organizational priorities and continuous improvement efforts. The organization wide survey results have been shared with all staff and next steps are focused on action planning. Managers are leading discussions with their work teams to review survey results and engage in action planning. This work will continue over the coming months. The insights from the survey will help the organization continue to develop into a workplace where employees realize their potential and whose lives are improved through organizational connections and meaningful, fulfilling work.

In early 2026, the CRD received the 2026 Canada's Greenest Employers Award, an honour that reflects our unwavering commitment to sustainable practices and climate leadership. This award highlights the CRD's dedication to reducing environmental impact and fostering a more sustainable future for the region that reflects our unwavering commitment to sustainable practices and climate leadership. This award highlights the CRD's dedication to reducing environmental impact and fostering a more sustainable future for the region. Without our talented and dedicated team of employees this recognition would not be possible.

CONCLUSION

The CAO Quarterly Progress Report No. 3, 2026 provides the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2023-2026 Board and Corporate Priorities, Capital and Operating Budget Variances, and People, Safety & Culture statistics up to September 30, 2026.

RECOMMENDATION

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

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

ATTACHMENT(S)

Appendix A: Photographs of Corporate Activities and Initiatives
Appendix B: Board Priorities Dashboard Progress Q3, 2026
Appendix C: Board Priorities Dashboard – Summary of Completed Actions
Appendix D: Advocacy Dashboard Progress Q3, 2026
Appendix E: Electoral Area Advocacy Dashboard Q3, 2026
Appendix F: Operating Variance Financial Report Q2, 2026
Appendix G: Capital Variance Financial Report Q2, 2026
Appendix H: People, Safety & Culture Trends Q2, 2026

Accessible Paddlecraft Launch at Elk Lake



Biochar Carbonization – Project Funding



Salt Spring Island – Fire Hall Opening



Reconciliation Corridor Initiative – Project Funding



National Day for Truth & Reconciliation



Progress Report #15 – Q3 2026

Board Priorities Dashboard

Transportation

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

Making a difference...together

CONDITION LEGEND

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

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1a Improve regional connectivity and safety across transportation modes		✓		***Board, July 8, 2026*** ***Board, September 9, 2026***	Delivered Share the Trail Campaign along the regional trail network. ***Media Release***: Share the Trail: Follow these top five safety tips on CRD Regional Trails (July 2, 2026) Advanced the CRD Board-approved Regional Transportation Advisory Committee recommendation to advocate to the Province on transit funding.	Support advocacy requests for investments in multi-modal infrastructure and services Support and coordinate with municipalities on the development of local transportation plans and strategies Begin drafting a new Trails Regulation Bylaw to support compliance and enforcement on regional trails	*Ongoing* *Ongoing* *Ongoing*

Board Priorities Dashboard

Transportation

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

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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1b Support investments, expansion and equitable access to active and low carbon transportation		✓			Completed 180m of paving along the Galloping Goose Regional Trail in Colwood. Completed construction of detour infrastructure to support Section A Phase 1 of the Regional Trestles Renewal, Trail Widening & Lighting Project. Continued to progress detailed design for Selkirk Trestle and Section C of Regional Trestles Renewal, Trails Widening and Lighting Project. Completed procurement and awarded the construction contract for the Regional Trestles Renewal, Trails Widening and Lighting Project Phase in Cecelia Ravine. Submitted a $11M grant application for the Build Communities Strong Fund Direct Delivery stream. Dispersed an initial $560K from the Board approved $1.7M Grant-in-Aid funding to support the technical feasibility study for the Reconciliation Corridor Initiative. Recently matched by the Federal government with an additional $500K in Build Canada Strong funding. ***Media Release***: Upcoming Construction - Changes to Galloping Goose Regional Trail Detour (September 2, 2026)	• Construction on Regional Trestles Renewal, Trails Widening and Lighting Project, starting on the Galloping Goose Regional Trail in Cecelia Ravine • Support and coordinate the Reconciliation Corridor Initiative	• Ongoing • Ongoing

Board Priorities Dashboard

Transportation

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

Making a difference...together

CONDITION LEGEND

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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1c Present options for changes in governance for transportation in the region, including the Electoral Areas			✓		**Operationalized.** Reported back on transportation service governance options, including the establishment of the Regional Transportation Advisory Committee (RTAC) to replace the Transportation Working Group on November 12, 2025. Staff also reported on the dissolution of the Traffic Safety Committee for scope inclusion in the new RTAC. Advanced Board advocacy to the Province to strengthen regional transportation governance and integration across agencies and partners.		

Board Priorities Dashboard

Housing

Residents have access to affordable housing that enhances livability.

Making a difference...together

CONDITION LEGEND

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

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
2a Increase supply of affordable, inclusive and adequate housing in the region			✓	• *Board, September 9, 2026*	**Operationalized.** The CRD Board approved the Regional Housing Affordability Strategy on September 9, 2026. Staff will continue to advance housing projects and access to affordable housing in the region into the next term. ***Media Release***: Rural Housing Program accepting applications (July 16, 2026) ***Media Release***: CRD Board Advances Long-Term Regional Priorities (September 11, 2026)	• Continue advancing the Rural Housing Program (RHP) by promoting the RHP Funding Programs in SSI and SGI evaluating applications, awarding funds and administering the program.	• *Ongoing*

Board Priorities Dashboard

Climate Action & Environment

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

Making a difference...together

CONDITION LEGEND

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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3a Maximize solid waste diversion and resource recovery from waste materials		✓		▸ *Board, September 9, 2026*	Reported back to the Board on wrap-up activities related to the Wildlife Attractant Working Group. Reported back to the Board on options to improve waste reduction and diversion activities in schools. Launched Beyond the Curb drop-off locations around the region for recyclable materials that can't be collected at the curb. Sought Board approval to award a new contract for operation of the Material Diversion Transfer Station at Hartland Landfill. ***Media Release***: Beyond the Curb Expands Recycling Access with New Oak Bay and Langford Hubs (September 8, 2026)	▸ Bring Hartland Tipping Fee and Regulation Bylaw No. 3881 amendments to the Board for adoption	▸ *Q4 2026*
3b Explore options for a regional approach to biodiversity and the protection of ecological assets			✓		**Operationalized.** The Board has approved the bylaw to establish the Biodiversity and Environmental Stewardship Service that will allow the CRD to begin to play a regional role in the preservation of biodiversity and protection of natural assets. The bylaw was adopted after receiving elector assent through a regional Alternative Approval Process (AAP) and approved in the 2025 final budget presented in March 2025. At the May 2026 Board meeting board advocacy for a new invasive species legislative framework was brought forward.		

Board Priorities Dashboard

Climate Action & Environment

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

Making a difference...together

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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3c Increase resilience, community and adaptation planning to address climate related risks and disasters			✓	‣ *Board, September 9, 2026*	**Operationalized.** The CRD Board adopted the renewed Climate Action Strategy, with the inclusion of the CRD Climate Emergency Declaration, to guide the Climate Action and Adaptation Service through to 2030 on September 9, 2026. The Coles Bay Restoration Project received an ***Adaptation in Action grant*** to restore 45 metres of eroded shoreline at Coles Bay Regional Park to protect cultural and ecological values of the shoreline and backshore, improve trail safety and accessibility to the shoreline, and enhance resiliency to impacts of climate change. Corporate Emergency Plan will be presented to the new Board and will be aligned with provincial *Emergency and Disaster Management Act* regulations and meet Indigenous engagement requirements. Repeal and replacement of Bylaw 3447 and proposed Incident and Disaster Management policy will inform the revision of the Corporate Emergency Plan. ***Media Release***: CRD Board Advances Long-Term Regional Priorities (September 11, 2026)		
3d Support energy efficient and low carbon buildings across the region			✓		**Operationalized.** Staff launched the CRD Building Benchmarking program in Q1 2026 for large buildings, in support of municipal energy reporting bylaws in Saanich and Victoria, including communicating with building owners and managers via webinars and letters. Staff will continue to support municipalities and building owners and managers through operation of the CRD Building Benchmarking program, and will also continue other programs and outreach to support low carbon new buildings and retrofits of existing homes.		

Board Priorities Dashboard

First Nations

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

Making a difference...together

CONDITION LEGEND

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

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation			✓	• *Board, September 9, 2026*	**Operationalized.** The CRD Board approved the Reconciliation Action Plan on September 9, 2026. First Nations provided input into the CRD Reconciliation Action Plan, which lays out tangible next steps for the CRD to take action towards reconciliation. ***Media Release***: CRD Board Advances Long-Term Regional Priorities (September 11, 2026)		
4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination			✓		**Operationalized.** The First Nations Relations division will continue on an ongoing basis to negotiate MOU/protocol agreements for Board approval with interested First Nations. 2026 joint workplans co-developed with Nations with MOUs/protocol agreements in place. Staff will continue to hold meetings with xʷsepsəm (Esquimalt) Nation and Songhees Nation regarding the Island Rail Corridor initiative.		

Board Priorities Dashboard

First Nations

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

Making a difference...together

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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan		✓			Partnered with Orange Shirt Day Victoria to fly the Xe Xe Smun' Eem flag for Truth and Reconciliation Day. ***Statement:*** CRD Statement for the National Day for Truth and Reconciliation (September 23, 2026) Collaborating with First Nations on shoreline restoration, ecological management, and invasive species removal. Working with two First Nations to host election polling stations in their communities. Planned for engagement with appropriate First Nations on the Regional Growth Strategy and the Regional Parks Stewardship Plan. Initiated engagement with First Nations on Official Community Plan work involving Juan de Fuca and Willis Point, Disaster and Debris Management Planning, Regional Parks Land Acquisition Strategy update, Biochar Thermal Processing Facility and Ganges HarbourWalk. Undertook Phase 2 First Nations engagement for the Regional Parks Land Acquisition Strategy. Phase 3 will be executed in spring 2027, pending Board approval.	‣ Undertake First Nations engagement to inform the development of Regional Parks Stewardship Plan	‣ *Q4 2026*
4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations			✓	‣ *Board, September 9, 2026*	**Operationalized.** Economic opportunities have been identified in the CRD Reconciliation Action Plan, to be implemented over the next Board term.		

Board Priorities Dashboard

Governance

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

Making a difference...together

CONDITION LEGEND

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

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities			✓		**Operationalized.** Advocacy Strategy has been revised and the Advocacy Dashboard will continue to be updated quarterly. A complete list of all advocacy correspondence is available at ***Board Advocacy.***		
5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses			✓		**Operationalized.** Developed Guidance documents for the First Nations, Equity, Diversity and Inclusion (EDI) and Climate Action Implications sections of Staff Reports. These Guidance documents were reviewed by the Governance Committee (April 3, 2024) and the Board (April 10, 2024).		
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies			✓		**Operationalized.** Presented the CRD Accessibility Plan to the CRD Governance Committee (October 2, 2024) and CRD Board (October 9), and made available publicly through the posting on the CRD's Accessibility webpage, which includes our tool to receive feedback on accessibility. EDI strategic plan development underway.		
5d Foster greater civic participation among diverse community members			✓		**Operationalized.** Public participation policy and framework approved by Board (June 10, 2026). Public engagement will continue through the CRD engagement platform at ***getinvolved.crd.bc.ca.***		

Board Priorities Dashboard

Governance

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

Making a difference...together

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

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation			✓	› *Board, July 8, 2026*	**Operationalized.** The CRD Board endorsed the recommendation to update the Regional Growth Strategy at the July 2026 meeting. This work will continue into the next term. ***Media Release***: Regional Water Supply Service Development Cost Charge Bylaw Approved (September 10, 2026)	› Regional coordination on impacts of new housing legislation › Supported alignment of municipal OCPs with regional growth policy and provincial housing legislation	› *Ongoing* › *Ongoing*

Q3 2026 Rolling Update

Board Priorities Dashboard

Transportation

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

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Board Initiatives	Resolutions	Summary of Completed Actions
1a Improve regional connectivity and safety across transportation modes	***Board, Feb. 8, 2023*** ***Board, August 9, 2023*** ***Board, September 13, 2023*** ***Board, December 13, 2023*** ***Board, March 13, 2024*** ***Board, July 10, 2024*** ***Board, October 9, 2024*** ***Board, February 12, 2025*** ***Board, March 12, 2025*** ***Board, June 11, 2025*** ***Board, November 12, 2025***	The Traffic Safety Commission (TSC) has approved its 2023 priority action areas: distracted driving, speeding and impaired driving. These will be implemented through education and awareness campaigns. TSC provided their annual update to the CRD Transportation Committee on September 12, 2023. The TSC has completed the research for the report on eMobility in the region. ***Media Release***: CRD Traffic Safety Commission Awards Seventh Annual Cst. Sarah Beckett Memorial Scholarship (October 11, 2023). TSC completed research and delivered a report on micromobility to Transportation Committee and CRD Board in Q1 2024. CRD Traffic Safety Commission launched the multi-modal intersection safety campaign. ***Media Release***: Investments in EV charging ports a bright spark for greener motoring in Greater Victoria (April 22, 2024). The TSC received a presentation of findings related to the evaluation of the PARTY (Prevent Alcohol Risk Related Trauma in Youth) program on September 10, 2024. The program is a one-day injury awareness and prevention program for youth ages 15 and older that has been operating since 1986. Initial results suggest the online program (since the pandemic) has been effective. The TSC will determine whether to extend research into the program to a larger sample at its next meeting. The Traffic Safety Commission delivered its annual program update to the Transportation Committee outlining a range of advocacy program and studies aimed at improving traffic safety. A report on automated speed enforcement will be forthcoming in Q1 2025. A partnership with Saanich Police, Mothers Against Drunk Driving and ICBC was established to deliver road safety campaigns working through sporting associations and clubs. Programing will be delivered through 2025. Engineering contractor retained to prepare design proposal for potential trail on Pender Island from Magic Lake Fire Hall to the island's school. Completed the 2022 Origin Destination Household Travel Survey and presented results to the CRD Transportation Committee. ***Media Release***: Household Travel Survey Shows Increase In Walking And Cycling (September 13, 2023). ***Media Release***: Salt Spring Island Active Transportation Network Plan focuses on five big moves (August 8, 2023). Advocacy to provincial government on Motor Vehicle Act amendments to allow mobility aids to operate in bike lanes. Due to changes in the types and volumes of trail users, including the increasing presence of motor assisted personal mobility devices, the CRD Board directed staff on July 10, 2024, to advance interim options to enhance safety on multi-use trails. These options include augmenting the signage program on the regional trails that reinforce legal requirements and courtesy protocols (i.e. speeds, passing with courtesy, etc.). As a follow up action, on September 25, 2025 the Regional Parks Committee approved the staff recommendation to engage a consultant to provide comprehensive recommendations to further enhance safety on the CRD's multi-use trails. Received approval from the Inspector of Municipalities to advance with elector approval of the proposed Regional Transportation Service Bylaw. Staff initiated the Growth & Mobility Study to provide comprehensive data analysis and to support scoping for the Regional Transportation Plan update. Staff have started preparations to support the development of a new Regional Transportation Plan. The Regional Transportation Plan outlines the regional multi-modal network and gives policy direction and actions. The current plan was published in 2014. The Island Rail Corridor visioning work continues. Several directors and the Chief Administrative Officer participated in the CRD Hirail Trip on June 10th. An expansion to the Piers Island dock was completed in February 2025. ***Media Release***: CRD Traffic Safety Commission Cst. Sarah Beckett Memorial Scholarship (May 23, 2025). Work continues on the multi-use trail safety enhancement study which will guide long term safety considerations, including policy and guidelines, on the regional trail network. Staff have engaged with the Traffic Safety Commission to consider broader and more comprehensive governance options for safety across all modes within the new structure of the Regional Transportation Service. The purchase order has been issued for the construction of two bus shelters on Salt Spring Island (SSI), and drawings have been prepared for the pads. Construction on the Schooner Way Trail on Pender Island has now started. Met with Honourable Mike Farnworth, Minister of Transportation and Transit at the Union of British Columbia Municipalities (UBCM) Convention to discuss strategic partnership opportunities to collaborate on integrated transportation. ***Media Release***: Infrastructure Improvements Complete at East Sooke Regional Park – Aylard Farm (July 23, 2025). Completed the multi-use trail safety enhancement study to examine opportunities to improve user safety on the regional trail network. Reported on regional trail options and implications regarding the use of rigid bollards, including options for incorporation within the regional trestles renewal and trails widening and lighting project. Delivered a report to the CRD Board on November 12, 2025, to dissolve the Traffic Safety Commission and incorporate the scope of services within the new safety related mandate of the Regional Transportation Advisory Committee. Contracts have been issued for the construction of the Cusheon Lake Road and Mobrae Avenue bus shelters.

Board Priorities Dashboard

Transportation

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Board Initiatives	Resolutions	Summary of Completed Actions (continued)
1a Improve regional connectivity and safety across transportation modes	***Board, Feb. 8, 2023*** ***Board, August 9, 2023*** ***Board, September 13, 2023*** ***Board, December 13, 2023*** ***Board, March 13, 2024*** ***Board, July 10, 2024*** ***Board, October 9, 2024*** ***Board, February 12, 2025*** ***Board, March 12, 2025*** ***Board, June 11, 2025*** ***Board, November 12, 2025***	The inaugural Regional Transportation Advisory Committee (RTAC) meeting was held on January 27, 2026, to coordinate dialogue on regional matters. Opened the Ready Step Roll program for applicants to support sustainable commute planning for school aged children. Construction of the Cusheon Lake Road and Mobrae Avenue bus shelters was completed in March 2026. Additional, future bus shelters have been identified and will be constructed as funding is secured. The CRD has partnered with the Lekwungen Nations – Esquimalt Nation (Kosapsum) and Songhees Nation, Victoria, Esquimalt, View Royal, Landford and Colwood to explore the future of the Island Rail Corridor. On March 11, the CRD Board approved to provide $1.7 million as regional grant-in-aid to the Island Corridor Foundation to support this initiative. The activities envisioned include project and technical feasibility analyses leading into the development of a business case. The CRD will remain involved through this process and will include considerations of the corridor and potential future transit uses into the ongoing update to the Regional Transportation Plan. Updated the “Cruise With Courtesy” campaign to “Share the Trail” to align with active transportation function of regional trails. The latest campaign was launched in June 2026, with pop-up events along regional trails to promote trail user safety and etiquette. The campaign will be carried out throughout Q3 and possibly into Q4 2026. Proactive compliance and enforcement patrols by CRD Bylaw Officers will shortly begin on regional trails and be carried out on an ongoing basis. Collaborate with the University of Victoria on developing road and trail safety videos. This work will continue into 2027. Delivered Ready Step Roll programming at two schools.

Board Priorities Dashboard

Transportation

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Board Initiatives	Resolutions	Summary of Completed Actions
1b Support investments, expansion and equitable access to active and low carbon transportation	***Board, June 14, 2023*** ***Board, September 13, 2023*** ***Board, November 8, 2023*** ***Board, May 8, 2024*** ***Board, July 10, 2024*** ***Board, October 9, 2024*** ***Board, December 10, 2025*** ***Board, June 10, 2026***	Regional all-ages and Abilities cycling facility criteria to support consistent planning and reporting on implementation of the regional cycling network was received by the Transportation Committee on March 15, 2023. Increased Saturday transit service on Fulford Harbour to Ganges, including southbound service along Cusheon Lake Road for select trips effective May 6, 2023. Pender Island Parks and Recreation Commission Schooner Way Active Transportation project at 30% engineering design completion. Phase 1 of Schooner Way Trail to connect the Magic Lake neighbourhood with the school approved for funding by BC Active Transportation Fund. Design and development has been initiated, and collection of community donation pledges underway. Kimta E&N Connector construction completed. The Ganges Harbourwalk Project is a community project being developed in consultation with interest holders. This project is overseen by the Salt Spring Island Local Community Commissions and the Ganges Harbourwalk Steering Committee. Conceptual designs are currently being developed for consultation with First Nations, Upland owners and the community. CRD Regional Trails Closure Policy information report provided to Transportation Committee and CRD Board. Presented Regional Trails Widening and Lighting Project funding options and directed to accelerate by inclusion of the project in the 2024-2028 Financial Plan and that staff continue to develop partnerships, pursue grant opportunities and report back with options to generate additional funds through non-tax revenue. Selkirk Trestle upgrades and Galloping Goose Regional Trail Widening & Lighting Project design and construction, loan authorization in place Q4 2023. The regional trestles renewal and trails widening and lighting project has been initiate an is ongoing. Submitted a $30M grant application to the Federal Active Transportation Fund to support the Regional Trestles Renewal, Trails Widening and Lighting Project. Juan de Fuca Parks submitted a grant application in to develop an Active Transportation Network Plan to guide future active transportation infrastructure investments. Grant funding for the Juan de Fuca Active Transportation Network Plan was confirmed in March and has now been received. A consultant has been selected and the plan is now expected to be completed by Q2, 2025. Mayne Island Regional Trail Phase 1 Development Project construction completed. The Juan de Fuca Active Transportation Network Plan (ATNP) is on track to be completed by March 31, 2025, in accordance with the requirements of the ATNP Grant Program. ***Media Release***: CRD seeks feedback on proposed projects for the Juan de Fuca Active Transportation Network Plan (February 21, 2025)The Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program approved $500,000 for the Mayne Island Regional Trail Phase 1 Development Project. Construction continues in Q3 2023 on Project Area 1 of the Mayne Island Regional Trail project. The focus over the next few months will be completing trail support structures, culvert extensions, and placement of base and final surface materials. Negotiations to continue into the new year for the remaining Mayne Island Regional Trail statutory right-of-way. The contractor working on the Mayne Island-Regional Trail is currently working on wall 2 of Phase 1, from the ferry to Maple Drive. Working with realty to finalize the alignment of Phase 2. It is anticipated that Phase 2 will proceed shortly with an anticipated completion later in the year. Completed 85 metres of multi-use trail at Brinkworthy (Salt Spring Island) to connect a community with the existing CRD trail network. Salt Spring Island Administration preparing contract to retain contractor to complete the Regional Trail Feasibility Study by November 2024. The planned 2024 regional trail maintenance projects have been completed. Projects delivered in Q4 included work on the Galloping Goose Regional Trail at Talcott Road, Seaton Road, and Hospital Way. In addition, a capital project was initiated in Q4 related to the full-depth refurbishment of the Lochside Regional Trail at Weiler Road. Electric vehicle (EV) charging station installations are planned for high-use parks and two EV chargers were installed in Q4 2024 at Elk/Beaver Lake Regional Park – Beaver Beach. Work is progressing as planned on the CRD's Ready Step Roll Sustainable School Commute Planning initiative. For the 2024 cohort, draft action plans are currently being reported. The 2025 cohort of schools has been selected, and work is now advancing. Construction of the Rainbow Road sidewalk and pedestrian path has been deferred to 2027 as grant funding was not secured. Staff plan to reapply for grant funding next year with a revised project plan that includes Jackson Avenue and McPhillips Avenue. Construction on the Pender Island Schooner Way Active Transportation Project Phase 1 is expected to begin in June 2025. The project is expected to be complete by early 2026 or sooner. ***Media Release***: Capital Regional District reports on grant funding for the Electoral Areas (May 26, 2025).

Board Priorities Dashboard

Transportation

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Board Initiatives	Resolutions	Summary of Completed Actions
1b Support investments, expansion and equitable access to active and low carbon transportation *(continued)*		Work is underway to consolidate transportation planning, policy and regional trail related functions into the Regional Transportation Service. Progress continues on the Regional Trail Widening and Lighting Project, including the completion of supportive works on the Selkirk Trestle. For the Merchant Mews Trail on SSI, staff are in the process of retaining an engineer to prepare drawings for the Invitation to Tender. The tender is scheduled to be posted by the end of September. The Kanaka Connector Trail project on SSI is advancing. The initial archaeological review has been completed, the design has been reviewed with Island Pathways and a constructor vendor has been engaged to prepare for execution. ***Media Release***: Electric Vehicle Chargers Open in Witty's Lagoon Regional Park (June 23, 2025). ***Media Release***: Cruise With Courtesy on CRD Regional Trails (July 2, 2025). ***Media Release***: The Active Transportation Network Plan for the Juan de Fuca Electoral Area is complete (July 22, 2025). T The feasibility study for Salt Spring Island Regional Trails options was presented to the CRD Board on December 10, 2025. The planning, implementation, and operation of all regional trails on the Gulf Islands, such as those identified in the Gulf Islands Regional Trails Plan, will be referred to the CRD Transportation Committee for consideration. The staff report will also be referred to the Salt Spring Island Electoral Area Administration for information, in recognition of the local interest in establishing additional community trails in village sites on Salt Spring Island. Merchant Mews Trail tender drawings were prepared and a request for quotes was posted. The tender meeting took place on December 3, 2025 and contract will be awarded in January 2026. The designs and cost estimates for the Kanaka Connector trails have been validated, and the construction contract is in place. Site preparation and cultural monitoring reviews have been completed. Construction and commissioning of the trail is on track for completion by end of December 2025. Phase One Schooner Way Trail was completed, and Phase Two is underway and expected to be completed in Q1 2026. Led by the Pender Island Parks and Recreation Commission, the trail will connect Magic Lake Estates with the Elementary School. It is the first Active Transportation infrastructure project on Pender Island. Staff advanced design work for the Trestles Renewal, Trail Widening & Lighting Project in preparation for Q2 construction. Provided support for the design of regional trail access improvements, including accessibility upgrades at Viaduct Park through the BC Hydro cable replacement project. Regional Parks conducted a review of the plans, policies and bylaws requiring amendment or repeal as a result of establishing the Regional Transportation Service. Initiated the procurement process to begin the development of a new Regional Transportation Model. The work it anticipated to be completed by end of 2027. Completed the first phase of engagement on the Regional Transportation Plan (RTP) and updated scope to the RTP planning process to include consideration of the Reconciliation Corridor Initiative. Developed a Grant-in-Aid Agreement to disperse $1.7M to the Island Corridor Foundation to support planning work for the Reconciliation Corridor Initiative. The CRD Board passed a recommendation to submit a resolution to the Union of BC Municipalities, through the Association of Vancouver Island and Coastal Communities, to advocate to the Province to implement a phased expansion of the fare-free youth transit program by increasing eligibility by one year at a time until fare-free transit is available to youths aged 13 through 18. The contract for the construction of the Merchant Mews Trail contract has been awarded and the project has started. Construction is planned for April 2026. ***Media Release***: Pender Island Schooner Way School Trail Opening (March 25, 2026). Construction of the Merchant Mews Trail on Salt Spring Island was completed in June 2026.

Board Priorities Dashboard

Transportation

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Board Initiatives	Resolutions	Summary of Completed Actions
1c Present options for changes in governance for transportation in the region, including the Electoral Areas	***Board, April 12, 2023*** ***Board, June 14, 2023*** ***Board, November 8, 2023*** ***Board, December 13, 2023*** ***Board, July 10, 2024*** ***Board, September 11, 2024*** ***Board, December 11, 2024*** ***Board, March 12, 2025*** ***Board, June 11, 2025*** ***Board, July 9, 2025*** ***Board, November 12, 2025***	**Operationalized.** Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023. ***Media Release***: CRD to gather input on regional transportation governance (June 14, 2023). Initiated an engagement process with municipal councils, electoral areas and agency partners on regional transportation governance. The transportation workbook was distributed to all stakeholders earlier in the summer. The completed workbooks and feedback have been requested by September 29, 2023. 13 municipal councils, three electoral area and two partner agencies provided input to a survey on transportation governance in the region. Two First Nations indicated interest in participating in the initiative. The CRD Board directed staff to initiate concept development and analysis for a service feasibility study and develop an engagement plan. The CRD Board also endorsed three guiding principles on transportation governance. Initiated the feasibility study phase of the transportation governance initiative. Timing change due to delays in procurement of consultant services for the transportation service design and feasibility study. A CRD Transportation Workshop was held with local governments, agency partners and First Nations on May 24, 2024 to seek input on service categories for the establishment of a regional transportation service. The Transportation Committee received a summary report on June 19, 2024. A service feasibility study by KPMG is underway to inform this work. The CRD Board introduced the Regional Transportation Service Establishment Bylaw on September 11, 2024, read it for the first, second, and third time, and directed staff to forward it to the Inspector of Municipalities for approval. Participating area approval will be obtained by a regional alternative approval process. ***Media Release***: Capital Regional District Introduces Regional Transportation Service Bylaw (September 12, 2024). The Regional Transportation Service Establishment Bylaw No. 4630 has been advanced to the Inspector of Municipalities for endorsement in preparation for a regional alternative approval process. Completed independent analysis (KPMG) of Governance options for CRD Board reporting and consideration. Presentation of the report on transportation service governance options has been postponed due to a delay in obtaining approval for the Regional Transportation Service bylaw from the Inspector of Municipalities. The Board has approved the bylaw to establish the Regional Transportation Service on June 11, 2025. The bylaw was adopted after receiving approval of the electors through a regional alternative approval process. ***Media Release***: Regional Transportation Service Bylaw Approved (June 11, 2025). ***Media Release***: CRD launches Alternative Approval Process for the proposed Regional Transportation Service (April 3, 2025). The results of a study of regional transportation governance and operating model options was presented at the Transportation Committee meeting of June 25, 2025. A follow-up implementation report is planned for September 2025. Staff engaged the Traffic Safety Commission on long-term governance and coordination with a new Regional Transportation Service. Work is underway to transition and consolidate all transportation functions in the Regional Transportation Service. A service establishment by-law was approved in July 2025, with a comprehensive plan being developed to support the smooth transfer of responsibilities and resources while ensuring continuity of operations throughout the process. The transition is expected to be completed by spring 2026 Staff will undertake a comprehensive update to the Regional Transportation Plan to provide a renewed regional transportation vision, prioritized transportation initiative, and a framework for the long-term implementation of the Regional Transportation Service. Work started in Q3 2025 and is anticipated to be completed in 2027.

Board Priorities Dashboard

Housing

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Board Initiatives	Resolutions	Summary of Completed Actions
2a Increase supply of affordable, inclusive and adequate housing in the region	***Board, May 10, 2023*** ***Board, September 13, 2023*** ***Board, October 11, 2023*** ***Board, December 13, 2023*** ***Board, March 13, 2024*** ***Board, May 8, 2024*** ***Board, September 11, 2024*** ***Board, January 8, 2025*** ***Board, February 12, 2025*** ***Board, March 12, 2025***	Opened 58 units of affordable rental housing at **2782 Spencer Road** in Langford in November 2022 , in partnership with the Capital Region Housing District (CRHC) through the Community Housing Fund. Opened 72 units of affordable rental housing at **210 Gorge Road** in Victoria in February 2023, in partnership with the Cool Aid Society through the Regional Housing First Program (RHFP). ***Media Release***: More than 130 affordable rental homes open in Langford (Feb 17, 2023). Opened 52 units of supportive housing at **2933 and 2949 Albina Stree**t in Saanich in February 2023, in partnership with BC Housing and Our Place Society through Rapid Housing Initiative (RHI) Round 1. ***Media Release***: Fifty-two new homes with 24/7 services open in Saanich (Feb 10, 2023). Opened 75 units of affordable rental housing at **2170 Charters Road** in Sooke in partnership with the M'akola Housing Society through the RHFP. Project completed December 2022. Tenant move-ins began February 2023. Opened 51 units of affordable housing at **Prosser Place** (7612 East Saanich Road) in Central Saanich, in partnership with the CRHC through the RHFP. Opened 39 units of supportive housing at 1909 Prosser Road in Central Saanich, in partnership with BC Housing and Pacifica Housing through the RHI Round 2. Opened 45 units of supportive housing at **865 Catherine Street (House of Courage)** in Victoria in partnership with BC Housing and the Aboriginal Coalition to End Homelessness through the RHI Round 2. ***Media Release***: B.C., Canada opening supportive housing in capital region (Mar. 31, 2023). Development Permit Application to the City of Victoria submitted through Rapid Deployment of Affordable Housing process for **Village on the Green** redevelopment, in partnership with the CRHC though the Regional Housing First Program (RHFP). After completing the District of Saanich's Advisory Design Panel review, the **Campus View** redevelopment is proceeding with a public hearing. **Carey Lane**, an existing 22-unit CRHC townhouse complex, will undergo a full building envelope remediation as well as upgrades to the ventilation, heating, and cooling systems. The project will provide 170 units of housing for Indigenous peoples, people with low-to-moderate incomes and people with disabilities. ***Media Release***: Province Partners with CRD and CRHC to Build 593 New Homes (March 21, 2024). ***Media Release***: Sixty-six affordable homes underway for Songhees Nation members (February 16, 2024) ***Media Release***: Capital Regional District Announces Acquisition to Support Future Affordable Housing (March 1, 2024). CRHC received financial support from the provincial government for four affordable rental projects. This announcement is expected to advance 593 new homes. Two of the projects approved include partnerships with local governments and two of the projects represent redevelopment opportunities for CRHC. **1183 Verdier Avenue**, Central Saanich – The CRD has an accepted offer to purchase the property and is working closely with the CRHC and the District of Central Saanich to add 110 homes in Brentwood Bay Village. **3950 Cedar Hill Road**, Saanich – The District of Saanich and the CRHC have partnered to redevelop the Nellie McClung library site. This initiative will advance a new mixed-use development that includes a larger library with 200 affordable rental homes. Two additional projects in Greater Victoria are expected to provide approximately 283 total new homes. Both projects are in the preliminary planning stages. **Michigan Square**, 97 units redevelopment, is now set to reopen in August 2024. ***Media Release***: Indigenous people in Sooke get access to 170 below-market homes (May 7, 2024) Work ongoing to implement the Rural Housing Strategy. A Rural Housing Program framework is being further developed with proposal for program launch in 2025. A Salt Spring Island housing workshop was held May 22, 2024. ***Media Release***: The CRD and CRHC present 2023 Annual Reports (May 9, 2024). On August 10, 2023, a bylaw amendment to increase the annual requisition for the Land Assembly, Housing and Land Banking Service to $85 million obtained statutory approval and the CRD may now proceed with obtaining two-thirds consent on behalf of the participating areas and consent from the Electoral Area Directors without further delay. Consent for the accompanying loan authorization bylaw for long-term borrowing will be obtained by Alternative Approval Process for the entire service area. ***Media Release***: CRD to Increase Borrowing Authority for Housing (June 2, 2023). Elector approval for amendment to the Land Assembly, Housing and Land Banking Service bylaw approved at the December Board meeting. CRHC Chair and CAO met with Minister Kahlon, BC Housing Minister, to advise the Ministry of Housing of the CRD Board's proposal to increase the borrowing authority and request that the province consider providing up to $170 million in funding to facilitate the development of approximately 2,000 affordable housing units across the region. ***Media Release***: 2023 Greater Victoria Point-in-Time Count results announced (August 3, 2023). ***Media Release***: Regional Alternative Approval Process launched to increase borrowing authority for housing (January 3, 2024). ***Media Release***: CRD adopts bylaw to increase borrowing authority for housing (February 15, 2024). Throughout 2023, CRHC staff advanced the feasibility analysis and preliminary design work for potential development projects in anticipation of the 2023 Community Housing Fund call for proposals.

Board Priorities Dashboard

Housing

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Board Initiatives	Resolutions	Summary of Completed Actions (continued)
2a Increase supply of affordable, inclusive and adequate housing in the region *(continued)*	***Board, May 10, 2023*** ***Board, September 13, 2023*** ***Board, October 11, 2023*** ***Board, December 13, 2023*** ***Board, March 13, 2024*** ***Board, May 8, 2024*** ***Board, September 11, 2024*** ***Board, October 9, 2024*** ***Board, June 11, 2025*** ***Board, December 10, 2025***	As of Fall 2024, the CRD is designing a Rural Housing Program through the development of a pilot that will take place on the Southern Gulf Islands and Salt Spring Island Electoral Areas. Community engagement is underway seeking input into the design of the pilot project. ***Media Release***: CRD is developing a Rural Housing Program Pilot Project (July 22, 2024). Michigan Square, which is operated by the Capital Region Housing District, opened in Q3 with 97 new affordable rental homes in the James Bay neighborhood of Victoria. ***Media Release***: More than 150 new rental homes coming to Victoria (September 13, 2024). ***Media Release***: The CRD acquires property on Galiano Island for affordable rental housing (July 8, 2024). In September 2024, the North Salt Spring Waterworks District announced proposals to partially lift its water moratorium policy for new water connections, which has been in place since 2014. They will initiate engagement with community members, groups and governing bodies this fall to determine the best way to approach this. In light of this, plans to drill for water at 161 Drake Road have been deferred pending more information. Development of the Rural Housing Program is on track. Final implementation preparations will be completed in Q1 2025 to ready the program for launch in Q2 2025, as planned. The Capital Region Housing Corporation (CRHC) approved the Five-year Major Capital Plan (2025-2029) on November 27, 2024. The Major Capital Plan (2025-2029), when complete, will increase the CRHC's housing stock from approximately 2,000 homes to more than 3,000 homes while continuing to invest in the renewal and redevelopment of the existing CRHC portfolio. Projects planned and underway for 2025 include: Caledonia, a redevelopment in Victoria's Fernwood neighbourhood that will increase the number of homes onsite from 26 to 158.; Campus View, an existing 12-unit CRHC townhouse complex located in the Gordon Head neighbourhood of Saanich will see the number of homes increase to 119.; Village on the Green in Victoria, which will increase the number of homes from 38 to 160. On March 26, 2025, and throughout the following day, the Community Social Planning Council, with support CRD, conducted the bi-annual Point-in-Time Homeless Count and Survey. The count survey provides a "snapshot" of homelessness in the region and important information that improves understanding of the needs and circumstances of the people who are affected by homelessness in the community. ***Media Release***: 2025 Greater Victoria Point in Time Count & Survey to Take Place on March 26 (March 3, 2025). ***Media Release***: CRD seeks expressions of interest for new Rural Housing Program Pilot Project Grants (April 15, 2025). Pandora, a new 21-storey building at 926/930 Pandora Avenue, with 158 affordable rental homes, 47 supportive homes and a community space expected to include childcare services, was officially announced May 3, 2025. ***Media Release***: Nearly 300 new homes coming to Victoria (May 3, 2025). The Rural Housing Program (RHP)is underway. The coordinator has been hired and interest holder workshops are being scheduled. Four Community Housing Fund (CHF) applications were submitted to the province for consideration. One application was for Forest Home and the other three for unnamed redevelopments. No date has been set to expect results regarding the other three CHF applications. Met with Honourable Christine Boyle, Minister of Housing and Municipal Affairs at the UBCM Convention to discuss funding opportunities to advance affordable housing. ***Media Release***: 2025 Greater Victoria Point-in-Time Count Results Announced (September 24, 2025). he CRD opened a Call for Proposals for $5.4M in federal Reaching Home funding (2026–2028) to support organizations in Victoria serving homeless individuals and families. Final project approval was obtained for Campus View (Saanich) and Village on the Green (Victoria) redevelopments, and the new Verdier development (Central Saanich). Campus View, the former 12-unit CRHC townhouse complex located in the Gordon Head neighbourhood of Saanich, which will increase the number of homes on site to 119, began development in Q4. Village on the Green, the former 38-unit apartment building which will increase the number of homes on site, began development in Q4. Verdier, which will add 110 units in the downtown core of Central Saanich, began the demolition process in Q4. Caledonia, a redevelopment in Victoria's Fernwood neighbourhood, which will increase the number of homes on site from 26 to 158, was completed in Q4, and is scheduled to start renting to tenants in early 2026. ***Media Release***: Supportive, affordable homes open on Salt Spring Island (October 21, 2025). ***Media Release:*** CRHC Board Initiates Future Housing Vision into 2045 (December 2, 2025). ***Media Release***: More than 300 homes underway for people in Greater Victoria (December 4, 2025).

Board Priorities Dashboard

Housing

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Board Initiatives	Resolutions	Summary of Completed Actions (continued)
2a Increase supply of affordable, inclusive and adequate housing in the region *(continued)*	***Board, May 10, 2023*** ***Board, September 13, 2023*** ***Board, October 11, 2023*** ***Board, December 13, 2023*** ***Board, March 13, 2024*** ***Board, May 8, 2024*** ***Board, September 11, 2024*** ***Board, October 9, 2024*** ***Board, June 11, 2025*** ***Board, December 10, 2025***	The Cedar Hill Library and Affordable Housing Redevelopment in Saanich received final project approval. The redevelopment will replace the existing Nellie McClung Library with an 18-storey mixed-use building that includes a library on the main level, and 210 affordable rental homes above. Caledonia, a redevelopment in Victoria's Fernwood neighbourhood, which increased the number of homes on site from 26 to 158, officially started renting to tenants. The Capital Regional District, which administers Reaching Home: Canada's Homelessness Strategy funding in the Victoria region, awarded $6.2M in Federal Reaching Home funding (2026–2028) to support 17 organizations in Victoria serving homeless individuals and families. The Building Regulations Bylaw has been updated and applies to the CRD's three Electoral Areas that include Salt Spring Island, the Southern Gulf Islands, and the Juan de Fuca. The Bylaw came into effect on March 1, 2026. ***Media Release***: Updates to CRD Building Regulation Bylaw will improve Clarity and Efficiency (February 4, 2026). The official opening of the 158 unit Caledonia redevelopment in Victoria took place on May 29, 2026. An update to the 210 unit Cedar Hill Library and Affordable Housing development in Saanich and the 110 unit Verdier development in Central Saanich were also part of the announcement. ***Media Release***: Building more than 400 new homes for families in Greater Victoria (May 29, 2026)

Board Priorities Dashboard

Climate Action & Environment

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

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
3a Maximize solid waste diversion and resource recovery from waste materials	***Board, Mar. 15, 2023*** ***Board, May 10, 2023*** ***Board, August 9, 2023*** ***Board, December 13, 2023*** ***Board, June 12, 2024*** ***Board, October 9, 2024*** ***Board, November 13, 2024*** ***Board, January 8, 2025*** ***Board, March 12, 2025*** ***Board, May 14, 2025*** ***Board, July 9, 2025*** ***Board, September 10, 2025*** ***Board, October 8, 2025*** ***Board, November 12, 2025*** ***Board, December 10, 2025*** ***Board, February 11, 2026*** ***Board, March 11, 2026***	The CRD Board approved the new Solid Waste Management Plan to reduce how much material is sent to Hartland Landfill and guide how the region's solid waste is managed in a safe, secure and sustainable way now and in the future. The final plan includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—with an eye to extending the life of Hartland Landfill to 2100 and beyond. ***Media Release***: CRD releases report highlighting what residents and businesses are putting in the garbage (Mar 8, 2023). Presented proposed amendments to the Hartland Landfill Tipping Fee Bylaw, a revised tipping fee schedule and new material bans to better encourage diversion. ***Media Release***: Policy changes and material stream diversion initiatives at Hartland Landfill (May 12, 2023). Remain on track to procure processing for source separated materials and submit final amended Hartland Landfill Tipping Fee Bylaw for Board consideration. Submitted final amended Hartland Landfill Tipping Fee Bylaw for final Board consideration. Initiated procurement for processing of source separated materials to be banned from the landfill in 2024, including wood waste, asphalt shingles, carpet and underlay. ***Media Release***: Changes to Residential Curbside Blue Box Recycling Service Effective January 2, 2024 (October 11, 2023) ***Media Release***: 2024 policy changes at Hartland Landfill (December 13, 2023). Launched Phase 1 of the Hartland Landfill Waste Diversion Policies and Landfill Bans including ban on clean wood waste, changes to the tipping fee structure, introduction of the waste stream collector incentive program, increases in fine rates, reductions for early payment of fines and introduction of an education and warning ticket program. Received Board direction to enter into contract with DLs Bins to construct and operate a material diversion transfer station beginning in Q3, 2024. Received Board direction to initiate consultation on policies to regulate the flow of solid waste within the Capital Region. Received Board direction to enter into contract with DLs Bins to construct and operate a material diversion transfer station beginning in Q3, 2024. Received Board direction to initiate consultation on policies to regulate the flow of solid waste within the Capital Region. ***Media Release***: Hartland Landfill Phase Two Changes begin July 2, 2024 (April 11, 2024). ***Media Release***: More Hours, More Convenience at Hartland Landfill (June 3, 2024). Successful launch of phase 2 of the Hartland Landfill Waste Diversion Policies and Landfill Bans including further landfill bans on treated wood waste, asphalt shingles and further changes to the tipping fee structure. The Hartland Material Diversion Transfer Station (MDTS) been constructed and is now in operation under contract with DL Bins. ***Media Release***: Three surveys will explore attitudes and common practices on waste management (July 18, 2024). Continue diverting wood and asphalt shingles to the Hartland Material Diversion Transfer Station (MDTS). Submit an amendment to the Hartland Landfill Tipping Fee Bylaw and the CRD Ticket Information Authorization Bylaw for Board consideration. The Hartland Landfill Tipping Fee Bylaw and the CRD Ticket Information Authorization Bylaw have been amended as needed for tipping fee adjustments and bylaw enforcement. ***Media Release***: Results from the Solid Waste Market Research and Engagement Study (January 22, 2025). Hosted a Hartland Neighbours Landfill Tour to give nearby residents a chance to see major projects recently completed, ask questions, and meet Hartland Landfill leadership team and staff. ***Media Release***: What Goes Where: Your Go-To Tool for Waste Sorting (April 11, 2025). ***Media Release***: Residents threw out less garbage in 2024 (May 21, 2025). ***Media Release***: Hartland Landfill Producing Renewable Natural Gas for FortisBC (May 22, 2025). The CRD Board approved amendments to Hartland Landfill tipping fees to reduce waste, improve sorting compliance and extend the landfill's lifespan. Implemented a household hazardous waste education campaign to encourage responsible disposal and reduce landfill fires. Continued work with consultants to develop 'Space, Access & Source Separation' resources for waste sorting areas in residential and commercial buildings. Provided waste sorting education and signage resources to more than 40 multi-family buildings as part of the annual summer outreach. ***Media Release***: Battery fires on the rise: help stop landfill fires before they start (August 27, 2025). ***Media Release***: Amendments to Hartland Landfill Tipping Fees Support Waste Initiatives (July 9, 2025). Engaged with school districts across the region to identify waste reduction and diversion opportunities for this sector.

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Board Initiatives	Resolutions	Summary of Completed Actions
3a Maximize solid waste diversion and resource recovery from waste materials *(continued)*	‣ ***Board, May 13, 2026*** ‣ ***Board, June 10, 2026***	Sent advocacy letter to Minister of Environment and Parks to request that mattresses and their foundations be included in a future update of BC's Recycling Regulation (December 2, 2025) Communicated that rigid plastic items (e.g. outdoor furniture, car seats, buckets) are now accepted for free at Hartland Landfill. Approved new five-year agreements with Galiano, Pender and Salt Spring Island depots to ensure that residential recycling services are maintained. Implemented a 'reduce' focused holiday gift-giving education campaign to encourage less waste. ***Media Release***: Hartland Landfill now accepts large rigid plastics for free (November 14, 2025). ***Media Release***: CRD Board urges province to include mattresses in recycling regulation (December 9, 2025). ***Media Release***: Hartland Renewable Natural Gas Facility recognized with Climate Change Business Journal Award (February 12, 2026). Reported back to the Board on wrap-up activities related to Wildlife Attractant Working Group. Reported back to the Board on options to improve waste reduction and diversion activities in schools. Launched Beyond the Curb drop-off locations around the region for recyclable materials that can't be collected at the curb. Sought Board approval to award a new contract for operation of the Material Diversion Transfer Station at Hartland Landfill. ***Media Release***: CRD Launches Beyond the Curb Flexible Plastics and Foam Packaging Drop-offs (May 11, 2026)
3b Explore options for a regional approach to biodiversity and the protection of ecological assets	‣ ***Board, October 11, 2023*** ‣ ***Board, December 13, 2023*** ‣ ***Board, November 13, 2024*** ‣ ***Board, February 12, 2025*** ‣ ***Board, May 13, 2026***	**Operationalized.** CRD Staff continue with internal discussions to understand the scope and breadth of a regional approach to environmental stewardship with a focus on biodiversity and the protection of ecological assets. CRD Staff are submitting a new establishing bylaw based on internal discussions related to a regional approach to environmental stewardship, with a focus on biodiversity and the protection of ecological assets. Maintain current service level through Climate Action Service Establishing Bylaw for 2024. ***Media Release***: CRD Releases Greenhouse Gas Inventory (October 12, 2023). ***Media Release***: The CRD Invites Families to Explore Biodiversity This Weekend (April 24, 2024). In August 2024, staff started planning for Alternative Approval Process for Bylaw No 4575 Regional Coordination of Biodiversity and Environmental Stewardship. In November, 2024, the CRD began the regional Alternative Approval Process (AAP) to consider the establishment of a Biodiversity and Environmental Stewardship Service. ***Media Release***: CRD initiates two regional Alternative Approval Processes (November 21, 2024). The Board has approved the bylaw to establish the Biodiversity and Environmental Stewardship Service that will allow the CRD to begin to play a regional role in the preservation of biodiversity and protection of natural assets. The bylaw was adopted after receiving elector assent through a regional Alternative Approval Process (AAP) and approved in the 2025 final budget presented in March 2025. ***Media Release***: Regional Foodlands Access and Regional Biodiversity Services Bylaws Approved (February 13, 2025)

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Board Initiatives	Resolutions	Summary of Completed Actions
3c Increase resilience, community and adaptation planning to address climate related risks and disasters	***Board, October 11, 2023*** ***Board, April 10, 2024*** ***Board, June 12, 2024*** ***Board, October 9, 2024*** ***Board, November 13, 2024*** ***Board, November 12, 2025*** ***Board, March 11, 2026*** ***Board, May 13, 2026***	Launched capital region heat vulnerability mapping project with inter-municipal partners. Received Pacific Institute for Climate Solutions grant to hire a summer intern to support climate adaptation research. Hosted two inter-municipal workshops to collect information and build staff capacity related to climate projections project. Developed Capital Region Extreme Heat Information Portal, and hosted local inter-municipal, inter-agency staff workshop to share information related to forthcoming report and tool. Presented the updated Climate Projections for the Capital Region report and the new Extreme Heat Information Portal to Highlands Council (July 15, 2024). Presented regional climate adaptation update to Regional Emergency management Partnership (REMP) steering committee. Successfully applied for Local Leadership in Climate Adaptation grant funding in the amount of $144,423.00 from Federation of Canadian Municipalities to conduct a regional Climate Adaptation Capacity Building Initiative for local government staff and elected officials. Completed Electoral Area Community Wildfire Resiliency Plans. Adopted new open burning bylaw to prevent human-caused wildfire. Community Wildfire Resiliency webinar series conducted for Electoral Areas. Community Evacuation Guides completed. ***Media Release***: Electoral Area Emergency Programs Share Household Evacuation Guides to Help Residents Prepare (May 9, 2023). Staff secured funding and are offering several Emergency Operations Centre related training. Electoral Area community wildfire exposure maps completed and will be shared with residents. Project is a collaboration between Islands Trust and Protective Services to prioritize wildfire mitigation efforts. Staff continue to socialize the community wildfire exposure and evacuation maps and other preparedness resources to enhance personal and community resiliency planning in the Electoral Areas. With the recent passing of the Emergency and Disaster Management Act (EDMA), CRD will be reviewing the legislation and planning program adjustments necessary to align with the new legislation. ***Media Release***: CRD Electoral Area Wildfire Exposure Maps Show Risk (October 3, 2023). Conducting in-person community speaking engagements to present on wildfire risk, seasonal outlook, FireSmart, evacuations, etc. (Pender Island, Mayne Island, Saturna Island, Galiano Island, Salt Spring upcoming). Applied on NRCAN's Wildfire Resilient Futures Initiatives grant to establish a region wildfire mitigation workgroup with a 5-year operational horizon. Residential FireSmart 2023 grant final report has been submitted. 2024 application submitted and approved. CRD Emergency Program staff are drafting a Corporate Resilience Framework that adopts an all-department and all-of-society approach to disaster risk reduction. This approach enhances collaboration across the organization and engages external partners and communities in building resilience. CRD Emergency Program staff are preparing the 2025-2030 Training and Exercise Plan. This multi-year plan contains two three-year training and exercise concentrations. Climate Adaptation risk assessment grant application successful. Emergency Management Programs actively engaged in the preliminary stages of conducting a risk assessment as outlined in the grant application. Successfully presented four public engagement sessions on emergency management in the Southern Gulf Island Electoral Area (EA) and one in the Salt Spring Island EA. Preparing curriculum for "Fall Storm" public speaking series. Protective Services was successful on an Energy Resource Canada (NRCAN) grant to establish a multi-year, region-wide wildfire mitigation and resilience forum bringing together all levels of government, Indigenous Peoples, public and private sectors, and individuals. CRD Emergency Program staff are in the final draft stages for three After-Action Reports (AAR); the Old Man Lake Wildfire, CrowdStrike IT disruption, and the apartment fire at the Heathers housing facility. AARs are conducted to identify opportunities to better prepare for and respond to a broad range of emergency incidents in the region. ***Media Release***: Park Re-Openings After Wildfire near Sooke Potholes (Old Man Lake Wildfire) (August 15, 2024). The CRD Emergency Program staff are redrafting the Corporate Emergency Plan to incorporate the linkage of a business continuity event to the activation of a department operations centre and to the activation of the CRD emergency operations centre. Initiated electoral area multi-hazard Evacuation Plan, route planning and public notification review, update and redraft. ***Media Release***: Updates to Electoral Area Water Conservation Bylaw 4492 (April 17, 2025). ***Media Release***: Southern Gulf Islands Emergency Resilience Grant (April 30, 2025). ***Media Release***: Emergency Preparedness Week (May 6, 2025).

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Board Initiatives	Resolutions	Summary of Completed Actions
3c Increase resilience, community and adaptation planning to address climate related risks and disasters *(continued)*		Secured consultant to deliver capacity building workshops and held a project kick-off meeting. Presented update on the Climate Adaptation Capacity Building project to Protective Services division to support collaboration with emergency management colleagues across the region. Preparing a Winter Storm information roundtable for the Port Renfrew/Pacheedaht First Nation area, with a potential joint reception centre exercise. Continued delivery of six-month climate adaptation regional cohort for local government and service agency staff. ***Media Release***: Youth lead the charge on climate action in the capital region (June 25, 2025). ***Media Release***: The CRD launches a new online Emergency Dashboard (July 16, 2025). ***Media Release***: Capital Regional District receives wildfire resiliency grant (August 18, 2025). Delivered first of capacity building workshops on December 11, 2025. Launched Adaptation Working Group for CRD staff to increase collaboration and adaptation planning. The CRD Emergency Program staff have paused the redrafting of the Corporate Emergency Plan to focus on the redraft of the CRD's Emergency Management Bylaw 3447 to align with the new practices and authorities granted in the *Emergency and Disaster Management Act* (EDMA). Concluding 2024 UBCM FireSmart grant on December 31, 2025. Beginning new two year grant cycle January 1, 2026. The Ganges Sewer Electrical & Instrumentation Controls project was launched to upgrade systems and create a local hub for network and control operations, enhancing resilience against natural disasters. Local servers have been installed and are operational. The controls design project has also kicked off and will be completed in early 2026. Continued protecting freshwater resources through the rain barrel rebate program in the SGI and SSI electoral areas, through partnership with Transition Salt Spring. ***Media Release***: Get Ready for the British Columbia ShakeOut (October 14, 2025). ***Media Release***: Galiano Island unifies fire services under Galiano Island Volunteer Fire Department (November 13, 2025). Delivered two adaptation fundamentals workshops to local government staff and elected officials on February 5 and February 27. Hosted a regional collaboration workshop for professionals working on adaptation and resilience measures in the region on February 18. Launched a six-month climate adaptation regional cohort for local government and service agency staff on January 22. Emergency Programs public engagement on Pender, Saturna and Mayne Islands. CRD Emergency Program staff are redrafting the Corporate Emergency Plan to incorporate Recovery Operations, the linkage of a business continuity event to the activation of a department operations centre, and the supporting activation of the CRD emergency operations centre. Initial planning underway to establish a Post-Disaster Housing & Needs Assessment process. CRD's Emergency Management Bylaw 3447 repeal and replace will be presented to April Planning and Protective Services Committee. Redrafted Corporate Emergency Plan proposed for presentation at April Planning and Protective Services Committee.Corporate Emergency Plan presentation postponed to align with provincial Emergency and Disaster Management Act regulations and meet indigenous engagement requirements. Repeal and replacement of Bylaw 3447 and proposed Incident and Disaster Management policy will inform the revision of the Corporate Emergency Plan. ***Media Release***: Emergency Preparedness Week (May 1, 2026) ***Media Release***: Province Offers Disaster Financial Assistance for CRD Electoral Areas Impacted by Flooding (January 19, 2026). The Ganges Sewer Electrical & Instrumentation Controls project continues, and the hazardous area classification was completed. The design tender package is being prepared and staff expect to receive cost estimates, drawings and specifications by end of Q2 2026.

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Board Initiatives	Resolutions	Summary of Completed Actions
3d Support energy efficient and low carbon buildings across the region	‣ *Board, October 11, 2023* ‣ *Board, September 11, 2024* ‣ *Board, March 12, 2025* ‣ *Board, May 14, 2025*	**Operationalized.** Implemented and promoted Home Energy Navigator program to support retrofits in single family homes. 253 participants between November 8 2022 and February 28, 2023. Support municipalities in advancing new Energy Step Code and new Zero Carbon Step Code policy changes. Participated in Provincial Local Government Retrofit Peer network, Step Code Peer network, and the new Embodied Carbon Peer network and shared learnings with CRD Climate Action Inter-Municipal Working Group. Salt Spring Island's rainwater harvesting rebate program was renewed for one year. Implemented and expanded existing rain barrel program for the Southern Gulf Islands. Corporate Green Building Policy and Carbon Price Policy adopted and implementation underway. Released 2022 Regional and Local Government Greenhouse Gas Inventory report. Developed and launched Neighbourhood Navigator pilot targeting fossil fuel heated neighbourhoods. Continued to support staff in several communities to consider Zero Carbon Step Code policy approaches. Launched the Climate Action To Go Kits, including new thermal imaging cameras for borrowing through regional libraries. ***Media Release***: New Thermal Imaging Camera Kits Available at Local Libraries (November 28, 2024). Supported implementation of public Climate Friendly Homes tour. Initiated industry consultation on energy and emission reporting for large buildings in the region, in conjunction with City of Victoria and the District of Saanich. Completed industry consultation on energy and carbon emissions (ECE) reporting for large buildings in the region, in conjunction with City of Victoria and the District of Saanich, and with participation from Town of Sidney, Township of Esquimalt, and City of Colwood. Promoted Building Benchmark BC participation amongst Part 3 buildings owners/managers through the ECE consultations. Completed home retrofit financing study. With Victoria and Saanich completed development of a model mandatory benchmarking bylaw, and developed a regional list of buildings that would fall under benchmarking program, at local government scale. Ongoing promotion and expansion of the Home Energy Navigator Program via online ads and community outreach events, and refining of marketing strategies through focus group research. Continued to provide support to local governments on Zero Carbon Step Code implementation. Initiated local government staff working group to support forthcoming innovative policy analysis. Advanced scoping of local government policy analysis project in collaboration with municipal partners. Completed research to refine understanding of regional/local government opportunities related to Energy Carbon Emissions reporting/benchmarking program. Completed local government policy analysis project in collaboration with municipal partners. Completed research to refine understanding of regional/local government opportunities related to Energy and Carbon Emissions Reporting/Benchmarking program. Hosted regional staff workshop on local carbon building policy, research and programs. Completed legal analysis and began work on local government oil heating regulation study with the District of Saanich. Completed a list of buildings across the region that would be covered under the harmonized model bylaw. Began contracting for a regional energy benchmarking program for large buildings across the region. Supported District of Saanich and City of Victoria to pass a harmonized model bylaw in Spring 2025. Completed work on local government oil heating regulation study with the District of Saanich. Completed benchmarking toolkit and distributed to municipal partners to support their development of Energy and Carbon Emissions reporting bylaws. Finalized contracting for regional energy benchmarking program for large buildings across the region. Benchmarking software provider selected and preparatory work is underway for the launch of the CRD Benchmarking Program. Socialized the results of the local government heating oil regulation study with municipal staff across the region. Staff will continue to support municipalities and building owners and managers through operation of the CRD Building Benchmarking program, and will also continue other programs and outreach to support low carbon new buildings and retrofits of existing homes.

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Board Initiatives	Resolutions	Summary of Completed Actions
4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation	‣ *Board, October 11, 2023* ‣ *Board, December 13, 2023* ‣ *Board, February 11, 2026*	The Government-to-Government Relationship Building Initiative will, amongst other goals, invite First Nations to share their priority topics for a CRD Reconciliation Action Plan, and will provide an opportunity for Board Directors to hear directly from local Nations. Cultural perspectives training offered to CRD Board Directors and Alternate Directors. Hosted a gathering for CRD staff to learn from W̱SÁNEC cultural workers regarding archaeology and heritage conservation. Hosted Forum & produced Summary Report that includes feedback from Nations regarding the structure of the event as well as priority topics for collaboration. Co-hosted with W̱SÁNEC Leadership Council a relationship building event for Southern Gulf Islands and Salt Spring Island Directors and Commissioners. Launched Board coaching program.Held a site visit with T'Sou-ke Nation to discuss protected areas management and collaboration opportunities. Met with multiple First Nations regarding their priorities around water and wastewater servicing. Met with the W̱SÁNEC Leadership Council to continue negotiating a Solid Waste Partnership Agreement. Hosted a lunch & learn for staff: Xe Smun' Eem "Our Sacred Children" and the Ongoing Legacy of Residential Schools. Sponsored the South Island Powwow for Truth and Reconciliation Day. Supported the Penelakut Coastal Blood Singers to perform on Salt Spring Island at an event for Truth and Reconciliation Day. Partnered with Orange Shirt Day Victoria to fly their Xe Smun' Eem "Our Sacred Children" flag for Truth and Reconciliation Day. Drafted an Inclusive Regional Governance Final Report to summarize feedback received from First Nations on the topic of inclusive governance. Submitted the final report to the Ministry of Housing and Municipal Affairs, to close out the Inclusive Regional Governance Study Grant. Met with Pacheedaht First Nation leadership to discuss the findings of the Inclusive Regional Governance Study Grant and opportunities for involvement in decision-making. Letter from the Board Chair to First Nations inviting dialogue and input into a CRD Reconciliation Action Plan. Met with xʷsepsəm (Kosapsum) Nation leadership to discuss the findings of the Inclusive Regional Governance Study Grant and opportunities for involvement in decision-making. Supported the W̱SÁNEC Leadership Council to offer a W̱SÁNEC Awareness Session for Board Directors. Supported T'Sou-ke Nation to offer a cultural learning tour for Board Directors and senior staff. Met with multiple First Nations about the development of a CRD Reconciliation Action Plan. Between September 2025 - January 2026, invited early engagement from 19 First Nation on the development of a CRD Reconciliation Action Plan. Based on interest and response, directly met with 12 First Nations in phase one of this engagement. Draft content for the Plan has been shared with First Nations inviting their detailed review, input and feedback as part of engagement phase two. Phase two of engagement with First Nations on CRD's draft Reconciliation Action Plan continues.

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Board Initiatives	Resolutions	Summary of Completed Actions
4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination	‣ *Board, December 13, 2023* ‣ *Board, May 8, 2024*	**Operationalized.** The upcoming Government-to-Government Relationship Building Initiative is an opportunity for the CRD and First Nations to strengthen our relationship and co-create mechanisms to support respectful, reciprocal, ongoing engagement at both the leadership and operational levels. Invites from Board Chair sent to First Nations to participate. New Regional Parks land acquisition notification process launched. Juan de Fuca Community Parks co-hosted an open-house with Pacheedaht First Nation to gather information and identify concerns related to the replacement of playground equipment in Port Renfrew. On September 13, 2023, CRD Board adopted policy direction to support land reversion to First Nations within the island rail corridor, in accordance with a process that is informed by a reconciliation-based approach. The CRD Board Chair wrote to the Island Corridor Foundation in September to inform its Board of this direction. Staff have participated in two inter-governmental island rail corridor planning sessions, facilitated by the province. Government-to-government leadership-level meetings held with T'Sou-ke, Songhees, Pacheedaht, and Pauquachin First Nations. Government-to-Government relationship building initiative letters of engagement signed with Sc'ianew First Nation and the W̱SÁNEC Leadership Council. Implemented new staff-level quarterly meeting series with Pacheedaht First Nation. Government-to-government leadership-level meetings held with Songhees, Tsawout and Pacheedaht Nations. ***Media Release***: CRD and the Pacheedaht First Nation sign Memorandum of Understanding (January 30, 2024). Implemented new Regional Parks land acquisition notification process and held meetings with First Nations prior to acquiring the Royal Oak Golf Course. Discussions with Nations ongoing regarding interim management guidelines and future uses of the Royal Oak property. Established a technical team with the T'Sou-ke Nation to discuss protected areas management and operations within T'Sou-ke's traditional territories. MOU negotiations continue with four First Nations and are anticipated to begin soon with two additional Nations. Quarterly staff-level meetings held with First Nations on the topic of land altering works. The CRD has been coordinating wtih Songhees and Kosapsum Nations to schedule meetings to discuss their vision for the island rail corridor. Quarterly staff-level Memorandum of Understanding (MOU)implementation meetings continue with several First Nations. CRD staff invited to present on CRD source control efforts at a Tri-Department Revitalization Working Group for Esquimalt and Victoria Harbours, hosted by Songhees Nation, Kosapsum Nation and Department of National Defence. CRD staff invited to present on CRD environmental protection initiatives at a Tsartlip First Nation Recognition of Indigenous Rights and Self Determination table. Met with Songhees Nation and Kosapsum Nation to discuss their vision for the island rail corridor. CRD staff invited by First Nations to witness and contribute to a Coastal Erosion Winter Working Group gathering. ***Media Release***: CRD and SȾÁUTW̱ (Tsawout) First Nation sign Memorandum of Understanding (May 15, 2025). ***Media Release***: Memorandum of Understanding signed by CRD and xʷsepsəm (Kosapsum) Nation (April 7, 2025) . ***Media Release***: The CRD, Tsartlip and Tseycum First Nations sign Memorandum of Understanding (March 31, 2025). ***Media Release***: Celebrating National Indigenous History Month and National Indigenous Peoples Day (June 2, 2025). Held a leadership-level government-to-government meeting with T'Sou-ke Nation. Regular staff-level Memorandum of Understanding (MOU) implementation meetings underway with five First Nations. Met with Honourable Randene Neill, Minister of Water, Land, and Resource Stewardship at the UBCM Convention to discuss strategic partnerships to advance reconciliation. Held a leadership-level government-to-government meeting with Pacheedaht First Nation. Held meetings with Kosapsum First Nation regarding the Island Rail Corridor initiative. ***Media Release***: The Lekwungen Nations and Local Governments Sign a Partnership Agreement to Explore the Future of the Island Rail Corridor (December 11, 2025) Pacheedaht First Nation appointed a representative to join the Port Renfrew Utility Services Commission and the Port Renfrew Fire Protection and Emergency Response Service Commission. ***Media Release***: CRD and Songhees Nation formalize their government-to-government relationship (November 6, 2025)

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Board Initiatives	Resolutions	Summary of Completed Actions
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan	‣ ***Board, June 14, 2023*** ‣ ***Board, July 12, 2023*** ‣ ***Board, December 13, 2023***	Regional Parks engaging with First Nations for input into the Regional Parks Strategic Plan and the Regional Parks Land Acquisition Strategy, as well as ongoing collaboration on management plans. Feedback presented Regional Parks Committee in June for approval recommendation at the July Board meeting. Ongoing collaboration with First Nations on the conservation and protection of heritage sites, across all service delivery. Ongoing meetings with First Nations regarding Regional Parks Land Acquisition Strategy, land acquisitions, and management plans. Developed and shared with staff a Working with Indigenous Elders guidance document, to support respectful relationships where elders are interested to share their knowledge to inform CRD initiatives. First Nations Feedback on the Interim Regional Parks and Trails Strategic Plan 2022-2032 brought to Regional Parks Committee in June 2023 and approved at the July 2023 Board meeting. Invited First Nation participation on the Technical and Community Advisory Committee for Core Area Liquid Waste Management Planning. Invited First Nation participation on a Technical Working Group to recommend updates to the Saanich Peninsula Liquid Waste Management Plan. Invited input from First Nations regarding the transportation governance initiative. Ongoing engagement with First Nations regarding the conservation and protection of heritage sites. Environmental Protection and Integrated Water Services staff provided keynote presentation to Tsartlip community event about water and wastewater, as invited. Collaborating with T'Sou-ke and Sc'ianew regarding heritage conservation, ecological restoration and management planning for East Sooke Regional Park. Collaborating with the W̱SÁNEC Leadership Council on management planning for Mount Work Regional Park. Collaborated with Tsawout First Nation on mosquito management at Island View Beach Regional Park. Partnering with T'Sou-ke and the District of Sooke on the Sooke River Knotweed Control Project. Invited input from First Nations in the development of the HWMET'UTSUM Community Park Interim Management Approach on Salt Spring Island. Invited First Nations to participate in the Canada Goose Regional Working Group. Staff participated in Pauquachin marine stewardship day, interacting with 65 community members and building relationships. CRD staff joined with Tsawout Elders, Tsawout First Nation staff and community members to remove almost 1500lbs of invasive plants at T̓IX̱EṈ and share food and stories on the land. Sc'ianew knowledge keeper shared knowledge as part of archaeological and cultural awareness training related to invasive species removal volunteers in regional parks. Facilitating Malahat Nation to take drone footage in the Greater Victoria Water Supply Area that will be used to build a virtual space for elders and community to virtually visit different ecosystems and cultural spaces around the territory. It will also be used as a communication tool with proponents to teach about Malahat culture, tradition, and values around specific ecosystems, plants, or cultural sites. Pacheedaht and CRD are undertaking a study aimed at better understanding, the archaeological historical and cultural history in Port Renfrew. Completion of the Royal Oak Interim Management Guidelines (IMG) and initiation of the Mountain Forest IMG will guide the management of these properties over the next several years, while the CRD engages Nations that include these areas as part of their traditional territories. Regional Parks is working with First Nations to gather input into the Mount Work Management Plan. Request For Proposals posted for an infrastructure feasibility study for Port Renfrew area, with input from Pacheedaht First Nation. The study will include water and sewer servicing requirements related to both existing users and future development. Ecological restoration projects in East Sooke Regional Park are underway in collaboration with First Nations. First Nations' feedback is being incorporated into an Engagement Summary regarding the development of a management plan for Salt Spring Island Mount Maxwell Community Park. Elders from Sc'ianew First Nation supported three archaeological and cultural heritage conservation training sessions for staff, volunteers and contractors. Elder from Sc'ianew First Nation shared teachings and perspectives on collaboration at a CRD all managers meeting. Held a gathering with Sc'ianew First Nation and T'Sou-ke Nation to recognize and celebrate collaborative approaches underway for management of East Sooke Regional Park. Regional Parks continue to work with W̱SÁNEC Leadership Council Society to gather input into the Mount Work Management Plan. Working with Sc'ianew First Nation to incorporate their feedback into the Regional Water Supply Master Plan, Strategic Plan, and Development Cost Charge Bylaw. Initiated First Nations engagement on the Regional Parks Cultural Use and Safety Policy. Working in collaboration with multiple First Nations on invasive species removal. Initiated First Nations engagement on the update of the Climate Action Strategy. Collaborating with Sc'ianew First Nation on their Tribal Journeys event to be held in East Sooke Park.

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Board Initiatives	Resolutions	Summary of Completed Actions
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan *(continued)*		Offered cultural perspectives trainings to staff, in partnership with Indigenous Perspectives Society. Ongoing collaborations and regular meetings with First Nations regarding archaeology and cultural heritage conservation. Infrastructure & Water Services continues to meet with multiple First Nations regarding updates to the Regional Water Supply Strategic Plan, and offered a tour of the watershed to First Nations leadership and staff. Continuing to work with Pauquachin First Nation on restoration options in Coles Bay Regional Park and received a letter of support for the grant application. Advanced First Nations engagement on the Regional Parks Cultural Use and Safety Policy. Working in collaboration with multiple First Nations on invasive species removal with several events scheduled for Fall 2025. Refining approach for the First Nations involvement in the development of the Regional Parks Stewardship Plan. Offered Building Local Relationships trainings to staff, in partnership with the Indigenous Perspectives Society. An Elder from Sc'ianew First Nation presented to all CRD managers about a collaborative initiatives at the East Sooke Regional Park. Offered a second tour of the watershed to First Nations leadership and staff. Ongoing collaborations and regular meetings with First Nations regarding archaeology and cultural heritage conservation. Incorporated First Nations input into a revised Regional Water Supply Strategic Plan. First Nations provided input into the Regional Trails Widening and Lighting Project, Regional Transportation Plan, Climate Action Strategy, Regional Housing Affordability Strategy, Mount Maxwell Community Park Management Plan, Mount Work Regional Park Management Plan, Salt Spring Island Integrated Housing Strategy, the Galiano Island Parks and Recreation Commission Master Plan, liquid waste management, and fire and emergency response services. First Nations invited to provide input into biosolids/biochar initiative, watershed management and access, Mayne Island Parks and Recreation Commission Master Plan, exploration of curbside collection of flexible plastics, early engagement on *Emergency & Disaster Management Act* in partnership with other municipalities. Planning underway for First Nations engagement for Phase 2 of the Land Acquisition Strategy. Worked with multiple First Nations to understand their interests in Regional Parks' interpretive signage to inform 2026 project planning. First Nations invited to provide input and feedback into several new or ongoing initiatives, including: work on Disaster Debris Management Planning, and Regional Transportation Planning. Continue discussions with First Nations on interests in watershed access for traditional and cultural use. Launched First Nations engagement for Phase 2 of the Regional Parks Land Acquisition Strategy. Phase 3 will be planned and executed in early 2027. Planning underway for First Nations engagement for the Regional Parks Stewardship Plan. Adopted the Regional Parks Cultural Practices & Safety Policy. ***Media Release***: June is National Indigenous History Month (June 2, 2026).

Board Priorities Dashboard

First Nations

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

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations		Partnered with Greater Victoria Harbour Authority, City of Victoria, and the South Island Prosperity Partnership to develop an Indigenous Business Directory for the south island to support enhanced procurement from Indigenous businesses. ***Media Release***: New Business Directory Supports Indigenous Entrepreneurs (June 7, 2023). Released CRD Indigenous Employment Project Reports: Summary Report, Full Findings Report, and Wise Practices Report for Indigenous Employment and Culturally Safe and Supportive Workplaces. Proposed a new HR position for 2024 service planning, to lead the development of an Indigenous Employment Strategy. Funded solid waste bin removal to support a community clean-up for the Pacheedaht First Nation (Q1 - Q2 2023). Provided draft updated water service agreements to T'Sou-ke Nation, Kosapsum Nation, Sc'ianew First Nation and Pauquachin First Nation. Met with Sc'ianew First Nation and Esquimalt Nation to discuss. Provided a draft updated wastewater service agreement to Pauquachin and Tseycum First Nations. Meeting scheduled and confirmed with Esquimalt and Songhees to discuss wastewater projects and capacity in December 2023. Met with a member of Tsartlip First Nation to discuss opportunities for the Water Supply Area to provide wood for carving. Spring Salmon Place Campground Operating Agreement between CRD and T'Sou-ke Nation. Ongoing meetings with Pacheedaht to discuss solid waste management partnership opportunities. Provide firewood to First Nations as available. Met with Pauquachin First Nation and Kosapusm Nation to discuss water and wastewater service agreements. Met with Sc'ianew First Nation to discuss water service agreement. Regional Housing offered support to the Songhees Nation's affordable housing initiative, announced February 2024. Providing mapping support for Kosapsum Nation as requested. Sent a letter to Te'muwx Treaty Association confirming that the Regional Growth Strategy does not prevent water and wastewater servicing to treaty settlement lands. Significant progress made on Water Supply Service Agreements with two First Nations. Expectation is to finalize Agreements in early Q3 and seek approval by Juan de Fuca Water Distribution Commission and Regional Water Supply Commission. Worked with partners to maintain and update the South Island Indigenous Business Directory. Awarded contracts for cultural workers to monitor land altering works. Engaged First Nation archaeological technicians and representatives to support archaeological work carried out under regulatory permits for a wide range of CRD projects. An updated draft operating agreement with a five year term for the seasonal operation of Spring Salmon Place campground has been sent to T'Sou-ke Nation for review. Signing ceremony held with Sc'ianew First Nation for their Bulk Water Service Agreement. Water and wastewater servicing discussions continue with multiple First Nations. Regular meetings continue to be held as staff continue to negotiate a Solid Waste Partnership Agreement with the W̱SÁNEC Leadership Council. Brokered an agreement between xʷsepsəm (Kosapsum) Nation and the Township of Esquimalt to increase wastewater capacity for xʷsepsəm (Kosapsum) Nation. Contracting Nations directly to provide cultural monitoring for projects involving ground disturbance in areas of archaeological or cultural significance. Collaborating with Pacheedaht First Nation on the Port Renfrew Official Community Plan and on the development of a Water and Wastewater Master Plan for Port Renfrew. Sponsored National Truth and Reconciliation Day events including the South Island Powwow and a Penelakut-led event, and partnered with Orange Shirt Day Victoria to fly the Xe Xe Smun' Eem "Our Sacred Children" flag at CRD Fisgard. ***Media Release***: CRD Statement for the National Day for Truth & Reconciliation (September 26, 2025). Negotiating updated service agreements with First Nations. Contracting Nations directly to provide cultural monitoring for projects involving ground disturbance in areas of archaeological or cultural significance. Collaborating with Pacheedaht First Nation on the Port Renfrew Official Community Plan and on the development of a Water and Wastewater Master Plan for Port Renfrew. Call to First Nations artist for digital art for the Reconciliation Action Plan distributed and a local artist selected. CRD representatives participated in an Indigenous Hiring Fair hosted by WorkBC-Victoria Native Friendship Center to share opportunities for employment at the CRD and meet with prospective job seekers and employment coordinators.

Board Priorities Dashboard

Governance

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

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities	• ***Board, April 12, 2023*** • ***Board, Aug. 9, 2023***	**Operationalized.** Corporate Advocacy Dashboard updated and included in CAO quarterly report. A complete list of all advocacy correspondence is available on the ***Board Advocacy webpage.*** The CRD Board approved an updated ***CRD Advocacy Strategy*** on August 9, 2023. Administrative Policy for Intergovernmental Relations information report provided to Board.
5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses	• ***Board, May 10, 2023*** • ***Board, October 25, 2023*** • ***Board, March 13, 2024*** • ***Board, April 10, 2024*** • ***Board, May 8, 2024***	**Operationalized.** The 2023-2026 CRD Corporate Plan has been developed in alignment with this priority. Additional information has been included in the plan to support the Board's understanding of how the three lenses impact future initiatives and activities. All staff report templates updated to include decision-making considerations for First Nations reconciliation, equity, diversity and inclusion, and climate action lenses. 2024 Service and Financial Planning Guidelines approved by Board. Committees and commissions will consider service plans (Community Need Summaries) for 2024 between September and October 2023. The CRD Board approved the 2024 service plans (Community Need Summaries) and provisional Financial Plans on October 25, 2024 following their deliberation. These documents form the foundation of the CRD budget. ***Media Release***: CRD and CRHD look for public feedback on the 2024 provisional financial plans (October 30, 2023). The Board approved the 2024 to 2028 Financial Plan on March 13, 2024. ***Media Release***: CRD and CRHD 2024 financial plans approved (March 14, 2024). The Human Resources and Corporate Safety Strategic Plan has been completed and received by Board. An ***addendum*** to the Corporate Plan has been published highlighting new initiatives which were approved in 2024 but not foreseen in the 2023-2026 Corporate Plan. This addendum will be kept up-to-date annually if more initiatives are approved. Developed Guidance documents for the First Nations, Equity, Diversity and Inclusion (EDI) and Climate Action Implications sections of Staff Reports. These Guidance documents were reviewed by the Governance Committee (April 3, 2024) and the Board (April 10, 2024). Ongoing staff training sessions are scheduled related to guidance documents.
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	• ***Board, December 13, 2023*** • ***Board, February 14, 2024*** • ***Board, March 13, 2024*** • ***Board, November 13, 2024*** • ***Board, January 8, 2025***	**Operationalized.** The CRD has established a statement of Commitment to Equity, Diversity and Inclusion (EDI) to guide internal decisions and policies. Staff training and awareness courses ongoing through 2023. Staff have secured a training specialist for the Equity, Diversity and Inclusion initiative. Staff training for applying the EDI lens for staff reports will be prioritized. ***Accessibility Advisory Committee*** established and Terms of Reference approved. Staff have defined the scope of deliverables and learning outcomes for the EDI training seminar for CRD Board members. Consultants have been engaged to secure dates for the Equity, Diversity and Inclusion (EDI) training which will now be offered slightly earlier than anticipated. The Accessibility Advisory Committee's inaugural meeting was held in October and orientation is underway. Board Code of Conduct Bylaw and Member Statement of Commitment approved at the March 2023 Board meeting. Delivered Equity Diversity and Inclusion (EDI) training seminar (Inclusion Literacy and Board Readiness) for CRD Board members January 31, 2024. Filled staffing vacancy for Manager of Equity, Diversity, Inclusion and Accessibility. Corporate Accessibility Plan reviewed by the ***Accessibility Advisory Committee*** on March 19, 2024. Delivered follow-up Equity, Diversity, and Inclusion (EDI) training session for CRD Board members on May 29, 2024 to build upon the learning from previous training. Delivered online sessions of EDI training (Inclusion Literacy) on May 3 and May 17, 2024 to elected officials who sit on CRD committees and commissions as well as Board alternates and those who were unable to attend previous sessions. Promoted National AccessAbility Week (May 26 - June 1, 2024). ***Media Release***: Accessibility and Infrastructure Improvements in CRD Regional Parks (May 28, 2024). Provided an informational presentation to the Accessibility Advisory Committee on the work being done internally by the EDI Steering Committee on July 16, 2024. Finalized the CRD Accessibility Plan content with the Accessibility Advisory Committee on September 17 19, 2024. Presented the CRD Accessibility Plan to the CRD Governance Committee and CRD Board, and made available publicly through the posting on the CRD's Accessibility webpage, which includes our tool to receive feedback on accessibility.

Board Priorities Dashboard

Governance

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

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
5d Foster greater civic participation among diverse community members	• ***Board, December 13, 2023*** • ***Board, February 14, 2024*** • ***Board, May 8, 2024*** • ***Board, October 30, 2024*** • ***Board, February 12, 2025*** • ***Board, April 9, 2025*** • ***Board, December 10, 2025*** • ***Board, June 10, 2026***	**Operationalized.** The 2023-2026 CRD Corporate Plan includes initiatives to review and enhance engagement practices, tools and frameworks in alignment with this priority. The CRD engagement platform ***Get Involved*** hosts initiatives and campaigns that have public participation components. Presentation at the December 2023 Governance committee on provincial engagement tool. Staff presented an overview of CRD Engagement practices and platforms to the February Governance Committee. The CRD has an existing engagement platform in place and is planning to review and update its public participation framework in 2024, ahead of running a competitive procurement process for online engagement solutions in 2025. ***Media Release***: The CRD invites members of the public to learn more about the 2024 Provisional Financial Plan (January 3, 2024). ***Media Release***: Community consultation begins to determine best use for Biosolids (January 11, 2024). ***Media Release***: Have Your Say! CRD Regional Parks and Trails Resident Survey Seeks Input from Invited Residents (January 23, 2024). ***Media Release***: CRD and CRHD look for public feedback on the 2025 provisional financial plans (November 8, 2024) Project charter for website redesign finalized. Procurement process and internal analysis underway for website redesign project. Scope refinement and contract negotiations underway for work to start early 2024 on the website redesign project. Website Redesign Project contract awarded January 2024. Creative and technical planning underway. Website Redesign Project continues to be underway with the launch scheduled for February 2025. Website development phase underway, including third party integrations and identity provider solution. Website Redesign Project development phase and content migration on target for completion by end of year. Website launched March 5, 2025 with stabilization and project closeout planned for April. ***Media Release***: CRD Launches New Public Website (March 5, 2025). ***Media Release***: The CRD invites feedback on stage 2 engagement for the Regional Water Supply Strategic Plan (February 18, 2025). ***Media Release***: Residents invited to learn more about the CRD's 2025 Provisional Financial Plan (January 15, 2025). ***Media Release***: Residents invited to help shape updated Blueprint for Bowker Creek (May 27, 2025). ***Media Release***: Alternative Approval Process to borrow funds for watershed land launched (May 22, 2025). ***Media Release***: Local Government Awareness Week: Celebrating Infrastructure (May 12, 2025). ***Media Release***: The CRD and CRHC present 2024 Annual Reports (May 15, 2025). ***Media Release***: CRD to discontinue the use of X social media platform (April 10, 2025). The Strategic Communications and Engagement Plan has been approved and received by Board. Website Redesign Project underway. Website user feedback sessions completed and design concepts approved. Confirmed collaborative approach with the Regional District of Naniamo to review and update public participation framework. Engaged consultant to conduct scan of best practices. The Corporate Communications and Engagement Strategic Plan was presented to the May 2024 Board for information. Resident survey planning, vendor assessment and selection completed. Resident survey completed November 2024. Data being compiled and analyzed. Focus group and interviews being conducted through to mid-December. Regional resident survey complete. Staff will bring report to the Governance and First Nations Committee in the Spring. ***Regional resident survey*** results shared with Board. Public participation policy, framework & toolkit revisions underway in tandem with equity lens review and staff feedback. IAP2 Canada revising spectrum of participation; changes to be incorporated into final drafts. Public participation policy, framework and toolkit revisions remain underway in tandem with equity lens review and staff feedback. International Association for Public Participation Canada revising spectrum of participation; changes to be incorporated into final drafts. Staff presented a report on 2026 Election Planning to Increase Voter Turnout and Candidate Diversity. ***Media Release***: CRD and CRHD look for public feedback on the provisional 2026 – 2030 financial plans (November 5, 2025). ***Media Release***: Stay Connected with SustainableCRD (November 10, 2025). ***Media Release:*** Loan Authorization Bylaw Approved To Purchase Watershed Land (July 10, 2025). Public participation policy, framework and toolkit revisions remain underway. ***Media Release***: Public invited to learn more about innovative system to convert biosolids to biochar (February 13, 2026). Public participation policy and framework approved by Board. Public engagement will continue through the CRD engagement platform at ***getinvolved.crd.bc.ca.***

Board Priorities Dashboard

Governance

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Board Initiatives	Resolutions	Summary of Completed Actions
5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	***Board, July 12, 2023*** ***Board, April 10, 2024*** ***Board, February 11, 2026*** ***Board, June 10, 2026***	Hosted the Development and Planning Advisory Committee on January 16 and March 13, 2023. Initiated research and analysis to support CRD Regional Housing and local governments to take action on housing and development challenges. The Planning and Protective Services Committee approved a grant application to the Union of BC Municipalities (UBCM) Complete Communities Fund for a regional growth and mobility study. Recipient of a UBCM Complete Communities grant to undertake a regional growth and mobility study. The timing for a policy white paper has shifted with newly announced provincial legislation on housing, land use and transit-oriented development. Staff will prepare a Growth and Mobility study to document the cumulative housing, transportation and infrastructure impacts of growth to support informed land-use decision making. Initiated Growth and Mobility Study (including project charter and scope of work for consultants). Staff brought forward a report on timing and implications of the work required to consider an update to the Regional Growth Strategy in 2026 in March 2024. Work continues for the Growth and Mobility Study. One year extension for the grant was received as provincial housing legislation was published later than originally anticipated. Work on policy white paper on housing and development challenges has been integrated into the project design for the Growth & Mobility Study. A Request for Proposal for a Growth and Mobility Study was issued and closed with work anticipated to commence in Q4 2024. Virtual information sessions and public engagement on the Regional Water Supply Development Cost Charge Program to help fund eligible growth-related water projects. ***Media Release***: The CRD invites feedback on proposed Regional Water Supply Development Cost Charge Program (May 29, 2024). Initiated the Growth & Mobility Study to provide comprehensive data analysis and to support scoping for a future Regional Growth Strategy update, and to inform a future Employment Land Study. The timeframe for the Employment Lands Study has been amended to coordinate with the outcomes of the Growth & Mobility Study. Initiated an update to regional population and employment forecasts at a sub-regional level. Work continues on the Board directed scoping for the Regional Growth Strategy (RGS). Background studies and analysis are expected to continue through 2025 with completion expected by Summer 2026, this includes: • a growth and mobility study to incorporate and provide analysis on changes to municipal Official Community Plans (OCPs) in relation to long term regional growth and settlement plans • an update to the regional and subregional population projections to provide updated data and analysis to support regional growth planning and future transportation modeling work • a regional industrial land inventory and analysis to provide employment land data and intelligence to support long term growth analysis, including scoping for a future update to the RGS Completed the growth and mobility study. This will be presented to the CRD Board in mid-2026, alongside other studies. Staff initiated work on the regional population and employment projections. The Regional Water Supply Commission (RWSC) is moving forward with a Development Cost Charge (DCC) Bylaw for the Regional Water Supply Service following extensive public engagement. ***Media Release***: CRD moves forward with new Development Cost Charge Program (December 8, 2025). The Regional Water Supply Commission recommended to the CRD Board that the Development Cost Charge Bylaw for the Regional Water Supply Service move forward and be submitted to the British Columbia Inspector of Municipalities for Statutory Approval pursuant to the Local Government Act. Initiated the update to the regional and subregional population projections, and for the regional industrial land inventory and analysis. Staff will report to the Board in July on the initiation of a Regional Growth Strategy update to begin in 2027.

Transportation

Advocacy Dashboard | Quarter 3 – 2026

Making a difference...together

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

Transportation

Advocacy Dashboard | Quarter 3 – 2026

Making a difference...together

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

Transportation

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Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
25-01-01	BC Ferries Advisory Committees	Request BC Ferries to reinstate the Ferry Advisory Committees.	✓	✓		✓	Letter to BC Ferries President & CEO, Nicolas Jimenez	
25-01-02	Speed limits in CRD Electoral Areas	Request the Provincial government for greater engagement from Ministry of Transportation and Transit.	✓	✓		✓	Letter to Minister Farnworth Letter from Minister Farnworth	
25-01-03	BC Ferries Crofton-Vesuvius Route	Request BC Ferries to home port one vessel at Crofton and one at Vesuvius.	✓	✓		✓	Letter to BC Ferries President & CEO, Nicolas Jimenez Letter from BC Ferries Advisor, Lisa Dondale Letter to Minister Farnworth Virtual meeting with Morningstar Pinto July 31, 2025. Virtual meeting with Francois Bertrand October 16, 2025	
25-01-04	Interregional Transit Service on Southern Vancouver Island	Request the Provincial Government and BC Transit for support for Better Island Transit.	✓	✓		✓	Letter to Minister Farnworth and Sherri Bell, BC Transit Board Chair Letter from Minister Farnworth	
25-01-05	Request a Cabinet Minister Meeting at the 2025 UBCM Convention.	Explore strategic partnership opportunities to collaborate on integrated transportation.	✓	✓		✓	Meeting with Minister Farnworth on September 23, 2025.	

Transportation

Advocacy Dashboard | Quarter 3 – 2026

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
25-01-06	Road safety on Salt Spring Island	Request the Provincial Government for support with road safety concerns on Salt Spring Island.	✓	✓		✓	Letter to Minister Farnworth Letter from Minister Farnworth	
25-01-07	Automated Speed Enforcement	Request the Provincial Government develop legislation to allow regional governments to implement automated speed enforcement.	✓			✓	Letter to Minister Farnworth Letter from Minister Krieger	
26-01-01	BC Active Transportation Infrastructure Grants	Request the Provincial Government to resume the BC Active Transportation Infrastructure Grants in 2026.	✓	✓		✓	Letter to Minister Farnworth Letter from Minister Farnworth	
26-01-02	Speed Limits in Ganges Village, SSI	Request the Provincial Government to implement a 30 km/hr speed limit throughout Ganges village core.	✓	✓		✓	Letter to Minister Farnworth Letter from Minister Farnworth	
26-01-03	Vesuvius Bay Ferry Terminal Expansion	Request the BC Ferry Services ensure that the Vesuvius Bay Ferry Terminal expansion	✓	✓		✓	Letter to BC Ferries President & CEO, Nicolas Jimenez	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		accommodate existing and future trail connections.						
26-01-04	Rapid Transit Feasibility and Alignment Study	Advocate to the Provincial and Federal Government to jointly undertake an updated study on the feasibility and alignment of rapid transit in the capital region.	✓			✓	Letter to Minister Farnworth and Minister Robertson	
26-01-05	Request a Cabinet Minister Meeting at the 2026 UBCM Convention.	Advocate for the Province to work with CRD/regional partners to advance integrated regional multimodal transportation governance.	✓			✓	Meeting with Minister Farnsworth on September 18, 2026.	
26-01-06	Transport Canada Trade Diversification Corridors Fund	Advocate in support of the Victoria Airport Authority's application to the Transport Canada Trade Diversification Corridors Fund.	✓			✓	Letter to the Transport Canada Trade Diversification Corridors Fund Application Review Team	

Transportation

Advocacy Dashboard | Quarter 3 – 2026

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
26-01-07	Equitable funding for BC Ferries from Federal Government	Advocate to the federal government for equitable federal funding support for the British Columbia ferry system.	✓	✓		✓	Letter to Minister Gregor Robertson	

Housing

Advocacy Dashboard | Quarter 3 – 2026

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-06-01	Explore funding opportunities with the Province to further advance affordable housing in the Capital Regional District	To enter a Memorandum of Understanding with the Province to partner on housing projects to increase the delivery of affordable housing in the Capital Regional District.	✓			✓	Chair, CRHC and CAO attended in person meeting with Minister Kahlon at UBCM on Sept. 19, 2023. Letter to Minister Kahlon Letter to MLAs Letter to Premier Eby *Note Premier Eby forwarded the letter to Minister Kahlon Letter from Minister Kahlon	
23-06-02	Secondary Suite Incentive Program	Request the Province to include Electoral Areas in the Secondary Suite Incentive Program.	✓	✓		✓	Letter to Minister Kahlon	Program discontinued by provincial government effective March 31, 2025.
23-06-03	Housing needs in Electoral Areas	Support for Mike Harcourt to advocate for rural housing solutions.	✓	✓		✓	Letter to Mike Harcourt	
23-06-04	Drake Road Housing Project on Salt Spring Island (SSI)	Request the Province to expedite the completion of the Drake Road supportive housing project on SSI.	✓	✓		✓	Letter to Minister Kahlon Letter from Minister Kahlon	

Housing

Advocacy Dashboard | Quarter 3 – 2026

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
24-06-01	Inclusion of alternate forms of housing within the BC Building Code	Request the Province to review the inclusion of alternative forms of housing within the BC Building Code.	✓			✓	Letter to Minister Kahlon	
24-06-02	Rural housing stream	Request the Province to create a rural housing stream.	✓	✓		✓	Letter to the Premier and Minister Kahlon Letter from Minister Kahlon	
25-06-01	Request a Cabinet Minister Meeting at the 2025 UBCM Convention.	Explore funding opportunities to further advance affordable housing in the Capital Regional District.	✓	✓		✓	Meeting with Minister Boyle on September 25, 2025. Letter from Minister Boyle	
26-06-01	Potential sites for Supportive housing and sheltering.	Request member municipalities review and identify viable lands or facilities suitable for supportive housing or sheltering.	✓			✓	Letter to Regional Mayors and Councils	
26-06-02	Mount Tolmie Project	Request the Province to advance next steps and establish timelines to advance the project.	✓			✓	Letter to Minister Boyle Meeting with Minister Boyle on May 28, 2026.	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
26-06-03	Provincial Rent Supplement Programs	Request the Province for continued financial support for rent supplement programs across British Columbia.	✓			✓	Letter to Minister Bailey and Minister Boyle Letter from Minister Boyle	

Advocacy Dashboard | Quarter 3 – 2026

Making a difference...together

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

Advocacy Dashboard | Quarter 3 – 2026

Making a difference...together

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

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		of invasive fallow deer on the Southern Gulf Islands.						
25-02-01	Local Government Climate Action	Request the Province take further legislative and regulatory steps to empower local governments to accelerate climate action.	✓			✓	Letter to Minister Adrian Dix Letter from Minister Adrian Dix	
25-02-02	Recycling Regulation	Request the Province include mattresses and foundations in the next update to the Recycling Regulation.	✓			✓	Letter to Minister Davidson Letter from Minister Davidson	
26-02-01	Non-Migratory Canada Geese in the Capital Region	Request and Provincial and Federal government for support for management of non-migratory Canada Geese.	✓			✓	Letter to Minister Dabrusin Letter to Ministers Popham, Davidson, Kang and Neill Letter from Minister Neill	
26-02-02	Invasive Species Management	Request the Province to modernize and strengthen the regulatory framework for invasive species management.	✓			✓	Letter to Minister Parmar Letter from Minister Parmar	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
26-02-03	CleanBC Independent Review and Local Government Climate Action Program	Advocate to the Provincial government to implement the CleanBC Independent Review recommendations and for continued funding for the Local Government Climate Action Program.	✓			✓	Letter to Premier Eby, Minister Dix and Minister Davidson	
26-02-04	Funding support for emerging recycling streams	Advocate to the Provincial government and Recycle BC for a review of the funding available for emerging recycling streams.	✓			✓	Letter to Minister Davidson and Sam Baker, Executive Director, Recycle BC	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-03-01	First Nations Reconciliation	Enhance Indigenous reconciliation at the community level.	✓			✓	Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation. Letter to Ministers Fraser and Robinson Letter from Minister Robinson Met with senior provincial staff on March 7, 2019 and agreed to follow up as required. Letters to MPs (Collins, Garrison, MacGregor and May) Letter to JOŁEŁP (Tsartlip First Nation) Chief and Council Forum of All Councils took place on November 28, 2019.	Ongoing
22-03-02	First Nations Reconciliation	Secure Provincial capacity funding to support government to government relationship building with First Nations to support efforts towards reconciliation.	✓			✓	Board Chair met with Minister Rankin to communicate the need for Provincial capacity funding on August 12, 2022.	
25-03-01	Request a Cabinet Minister Meeting at the 2025 UBCM Convention.	Explore strategic partnership opportunities on regional district land to advance reconciliation.	✓	✓		✓	Meeting with Minister Neill on September 25, 2025.	

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

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

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
24-04-04	Municipal Regional District Tax	Advocate for the Sidney Business Improvement Area Society's Application to levy a Municipal Regional District Tax.	✓		✓	✓	Letter to Destination BC	
25-04-01	Farm Classification	Request the Province review BC Assessment's farm classification criteria.	✓			✓	Letter to Minister Bailey	
25-04-02	Salt Spring Island RCMP Sergeant	Request the RCMP consider extending the current sergeant's posting to Salt Spring Island.	✓	✓		✓	Letter to RCMP Chief Superintendent for Island District	
25-04-03	Bill M216 – Professional Reliance Act	Advocate for the Province to provide additional opportunities for local government input prior to the January 6, 2026 submission deadline.	✓			✓	Letter to Premier Eby, Minister Boyle, MLA Anderson, and the Select Standing Committee for Bill M216	
26-04-01	Southern Gulf Island Tourism Partnership Funding	Advocate for dedicated funding to support events that enhance visitor	✓	✓		✓	Letter to Southern Gulf Island Tourism Partnership	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		experience on Salt Spring Island.						
26-04-02	Islands Trust Proposed Bylaw No. 183, Policy Statement	Advocate Islands Trust to incorporate recommended changes to the proposed Bylaw No 183, Islands Trust Policy Statement.	✓	✓		✓	Letter to Salt Spring Island Local Trust Committee Chair, Timothy Peterson	
26-04-03	Island Coastal Economic Trust (ICET)	Advocate for the Province to renew the government structure of ICET and commit endowment funding.	✓	✓		✓	Letter to Minister Kahlon	
26-04-04	Governance and Services Study – Magic Lake Estates on North Pender Island.	Request the Province to provide funding to undertake a Governance and Services Study.	✓	✓		✓	Letter to Minister Boyle	
26-04-05	Request a Cabinet Minister Meeting at the 2026 UBCM Convention.	Request that the Province provide clarity on roles and responsibilities regarding First Nation requests for Impact Benefit Agreements and other compensation.	✓			✓	Meeting with Minister Boyle on September 15, 2026.	

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

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
	of the COVID-19 pandemic						Government to utilize the gas tax funding model for recovery funding and granting. There continue to be challenges with Regional District EAs with respect to the request for funding non-profits and ineligible projects and risks to RDs in proceeding to fund projects that might ultimately not received UBCM and Federal funding approval. EA continue to what to pursue funding approvals for non-profit services. UBCM administer under the Federal Provincial agreement approved in 2014 for 10 years and that would be difficult to change without renegotiating the whole agreement which would come with some risks. Acknowledged social services and emergency and public service buildings being asked to be included as eligible projects.	
21-05-01	Opioid Overdose Crisis	Advocate the provincial and federal government to declare the overdose crisis a	✓		✓	✓	Resolution to UBCM and AVICC.	Ongoing

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		national public health emergency and develop comprehensive action plans.						
23-05-02	Mobile Youth Services Team	Ask the province to support the Pacific Centre Family Services Association's Mobile Youth Services Team.	✓				Letter to Minister Dean *Note: Minister Dean forwarded the letter to Minister Farnworth Letter from Minister Farnworth Letter to Minister Farnworth, Minister Lore, and Attorney General Sharma	
23-05-03	Letters of congratulations to locally elected First Nations Leaders	Relationship building, discuss issues of mutual interest and establish means of communication.	✓		✓	✓	Letter to Pauquachin First Nation Letter to SȾÁUTW Letter to xʷsepsum Letter to Sc'ianew Letter to T'Sou-ke Nation Letter to Pacheedaht Nation Letter to SȾÁUTW Letter to Songhees Nation Letter to WJOŁEŁP First Nation Letter to Pacheedaht Nation	
24-05-01	BC Arts Council "Regional Areas" Policy	Advocate the province to repeal or modify the BC Arts Council's "Regional Areas' policy.				✓	Letter to Minister Popham Letter from Claire Avison Letter to Minister Kang Letter from BC Arts Council	

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

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
							Letter to Minister Grace Lore Letter to Minister Lana Popham Letter to MLA Nina Krieger Letter to MLA Rob Botterell Letter to MLA Darlene Rotchford Letter to MLA Dana Lajeunesse Letter to Minister Brittny Anderson Letter to MLA Elizabeth May Board Chair and CAO met with MLA Elizabeth May on June 27, 2025. Letter to Minister Robertson Letter to MLA Will Greaves Letter to MLA Jeff Kibble Letter to Minister McLean Board Chair and CAO met with Minister McLean on July 10, 2025. Letter to Minister Ravi Kahlon Letter to Minister Christine Boyle Letter to Minister Spencer Chandra Herbert	
25-05-01	Island Health's submission for the redevelopment of the Oak Bay Lodge site	CRHD's letter of support for Island Health's submission for the redevelopment of the former Oak Bay Lodge site.	✓		✓	✓	Letter to Minister Josie Osborne and Minister Bowinn Ma Letter to Minister Osborne	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
26-05-01	2026 BC Provincial Budget	Request a meeting with the Premier and local MLAs to discuss the impacts of the 2026 BC Provincial Budget.	✓			✓	Letter to Premier Eby Letter to Minister Nina Krieger Letter to Minister Lana Popham Letter to Minister Diana Gibson Letter to Minister Ravi Parmar Letter to Minister Grace Lore Letter to MLA Darlene Rotchford Letter to MLA Dana Lajeunesse Board Chair and CAO met with MLA Dana Lajeunesse on April 7, 2026 Letter to MLA Rob Botterell Board Chair and CAO met with MLA Rob Botterell on April 28, 2026	
26-05-02	Long-Term Care Services on Salt Spring Island	Advocate for Island Health to complete the needs assessment for long-term care services on Salt Spring Island and seek approval from the Province for facility planning approval.	✓	✓	✓	✓	Letter to Kathy MacNeil, President & CEO, Island Health Letter from James Hanson, Vice-President, Island Health	

Electoral Areas

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Making a difference...together

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

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for SSI Primary Care Network Service Plan		✓		✓	Letter of support	
		Support for Raincoast Conservation Foundation's application for Climate Resiliency Grant		✓		✓	Letter of support	
		Support for Gulf Islands Seniors Residence Association's funding request for Kings Lane affordable housing project.		✓		✓	Letter of support	
		Support for Transition Salt Spring Climate Action Coach Program.		✓		✓	Letter of support	
		Support for New Horizons' grant application by South Salt Spring Gathering Place.		✓		✓	Letter of support	
		Support for Mahon Hall Revitalization.		✓		✓	Letter of support	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Housing NOW's Community Housing Operations Model.		✓		✓	Letter of support	
		SSI visit by Minister Boyle.		✓		✓	Letter to Minister Boyle	
		Support of the Habitat Trust Foundation for the Salt Spring Island Water Preservation Society's grant application.		✓		✓	Letter of support	
		Support for Salt Spring Health Advancement Network's Mental Wellness Initiative application.		✓		✓	Letter of support	
		Support for the Climate Action Plant Report Card Community Grant Application.		✓		✓	Letter of support	
		Support for the Swanson Road – Lakeview Crescent Pathway Grant Application.		✓		✓	Letter of support	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Salt Spring Island RV Park for Affordable Housing.		✓		✓	Letter of support	
		Support off-farm distribution of compost produced at the Burgoyne Valley Community Composter.		✓		✓	Letter of support	
		Support of moorage of Cruise Ship MS The World at Captain Passage.		✓		✓	Letter of support	
		Support of the Climate Adaptation Research Lab (CARL) Society application to the EcoAction Stream 2 program.		✓		✓	Letter of support	
23-07-02	Advocacy for the Southern Gulf Islands Electoral Area	Support for New Horizons' grant application.		✓		✓	Letter to Chair, Pender Island Health Care Society	
		Support for the Rural Islands Economic Partnership Society's (RIEP) application to		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		fund the expansion of the RIEP's Rising Tide Business Services.						
		Support for New Horizons' grant application.		✓		✓	Letter to Employment and Social Development Canada	
		Support for the Connected Coast Project.		✓		✓	Letter to CityWest	
		Support for REDIP Economic Diversification application by the Islands Futures Society of Gabriola Island for Islands Alive Project.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for application by the SGI Community Resource Centre and the Housing NOW Project.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for the AquaLink Application by the SGI Tourism Partnership Funding.		✓		✓	Letter to Rural Economic Diversification and Infrastructure Program	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for the Salish Grove Affordable Housing Project by Mayne Island Housing Society.		✓		✓	Letter of support	
		Support for the Galiano Affordable Living Initiative (GALI) Project application to the BC Housing Community Housing Fund.		✓		✓	Letter of support	
		Support for the Pender HANDY-Dart Taxi Pilot Project by Moving Around Pender Alternate Transportation Society.		✓		✓	Letter of support	
		Support for the Galiano Island Recycling Resources Society Grant application to the Plastics Action Fund.		✓		✓	Letter of support	
		Support for the SGI Neighbourhood House Society application for a community gaming grant.		✓		✓	Letter of support	

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

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Galiano Cottage Co-Op application for the CMHC Co-op Housing Development Program.		✓		✓	Letter of support	
		Support for New Horizon's for Seniors grant program for the Savvy Seniors of the Salish Sea project.		✓		✓	Letter of support	
		Support for the Pender Island Royal Canadian Legion Branch 239 grant application.		✓		✓	Letter of support	
		Support for Mayne Island Assisted Living New Horizon's for Seniors grant.		✓		✓	Letter of support	
		Support for Mayne Island Assisted Living New Horizon's for Seniors grant to expand the Creative Café into a full day program.		✓		✓	Letter of support	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Schooner Way Trail Project on Pender Island		✓		✓	Letter of support	
		Support for Galiano Affordable Living Initiative Society's application to REDIP for funding to support the development of 1663 Georgia View Road on Galiano Island.		✓		✓	Letter of support	
		Support for SGI Community Resource Centre Society's Sea Food Farm project.		✓		✓	Letter of support	
		Support for Salish Sea Inter Island Transportation Society's Funding request for the AquaLink project.		✓		✓	Letter of support	
		Support for the Pender Island Chamber of Commerce Grant Application.		✓		✓	Letter of support	
		Support for Rural Islands Economic Partnership		✓		✓	Letter of support	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Society's Grant Application for funding to support the Communities Talking Project.						
		Support for SGI Neighbourhood House Society Grant Application.		✓		✓	Letter of support	
		Support for Connecting Communities BC Application		✓		✓	Letter to CityWest	
		Support for Pender Island Wildlife Tree Stewardship Program Application.		✓		✓	Letter of support	
		Support for New Horizon's grant for SGI Neighbourhood House.		✓		✓	Letter of support	
		Support for New Horizon's grant for SGI Community Resource Centre.		✓		✓	Letter of support	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Ptarmigan Arts' application to Creative BC for the 2026 Mosaic Festival.		✓		✓	Letter of support	
		Support for the Salish Sea Inter Island Transportation Society Aqualink Project.		✓		✓	Letter of support	
		Support for Housing NOW's Community Housing Operations Model.		✓		✓	Letter of support	
		Support for Pender Island Lions gaming grant application.		✓		✓	Letter of support	
		Support for SGI Neighbourhood House gaming grant application.		✓		✓	Letter of support	
		Support for SGI Community Resource Centre gaming grant application.		✓		✓	Letter of support	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for CRD's application to the Outdoor Recreation Fund of BC for the Sturdies Bay Trail Improvements Project.		✓		✓	Letter of support	
		Support for North Galiano Community Association's grant application for the 100th anniversary celebration.		✓		✓	Letter of support	
		Support for Galiano Island Activity Centre multi-sport court project.		✓		✓	Letter of support	
25-07-01	Request a UBCM Staff Meeting at the 2025 UBCM Convention.	To discuss the prohibition of Community Works Fund funding for third parties (NGOs, Improvement Districts).	✓	✓		✓	Meeting with UBCM staff on September 24, 2025.	
26-07-01	Request a meeting with Ministry of Transportation and Transit staff at the 2026 UBCM Convention.	To advocate for rural transportation infrastructure, road maintenance and active transportation.	✓	✓		✓	Meeting with Ministry of Transportation and Transit staff on September 9, 2026.	

Electoral Areas

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Capital Regional District
Quarterly Operating Variance Report - Q2, 2026
Service Budgets Greater than $1,500,000

		2026 Operating Expenses							2026 Operating Revenue						
			Year to Q2			Annual Forecast				Year to Q2			Annual Forecast		
Service Number	Service Description	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	2025 Actual % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	2025 Actual % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation
1.010	Legislative & General	50,664,746	19,161,163	38%	40%	46,876,501	7%	Savings forecasted primarily due to estimated one-time staff vacancies, and deferral of one-time spending for initiatives being deferred from 20226 to 2027. To a lesser extent, experiencing savings on staff training, office supplies and meeting expenses.	50,664,746	16,809,000	33%	32%	48,771,915	4%	Half of revenue is derived from allocations to other services; one-third is funded by requisition, with balance from reserves, grants and other revenue. Savings forecasted due to reduction in funds required for one-time initiatives.
1.105	Facility Management	2,073,623	1,023,444	49%	40%	2,047,503	1%	Service is facilities management services delivered to CRD HQ and satellite facilities. Savings experienced in Q2 due seasonal variance in expenditures.	2,073,623	1,045,894	50%	40%	2,047,503	1%	Revenues derived from delivery of service to other services and projected to remain on plan for the year.
1.106	CRD Headquarters Building	2,745,339	1,426,915	52%	51%	2,701,850	2%	Service experienced no significant variance in operating costs during Q2 and is projected to be slightly below plan for the fiscal year.	2,745,339	1,360,154	50%	48%	2,745,339	0%	Service provides office space to other CRD services and is forecasted to be on plan.
1.111	Electoral Area Admin Exp - SSI	1,654,529	734,442	44%	48%	1,626,014	2%	CRD raised the funds in 2023-2015 through tax requisition specifically for one-time funding request from Island Corridor Foundation (ICF). A new agreement with ICF for $1.7m was signed in Q2 for the Reconciliation Corridor Initiative with the first milestone payment expected in Q3.	1,654,529	395,335	24%	21%	1,654,529	0%	Service is funded approximately 49% from requisition, 46% from labour recovery allocation and 5% from other. Revenue is expected to be on plan with the budget with no significant variance.
1.112	CRD Regional Grant in Aid	1,765,351	-	-	-	586,000	67%	Small saving forecasted mainly due to lower than budgeted legal costs, staff training, travel and moving expenses.	1,765,351	1,742,028	99%	99%	1,765,350	0%	Service revenue is primarily surplus carry forward, internal interest revenue is on plan.
1.226	Health Facilities - VIHA	1,539,297	108,104	7%	5%	1,303,082	15%	Service provides leased buildings to VIHA, and is 100% recovered from tenant. Q2 is largely under budget, with reserve transfers representing the largest proportion of the budget to be made later in the fiscal year.	1,539,297	771,758	50%	43%	1,539,297	0%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. The CRD is currently negotiating new 5 year leases with VIHA.
1.280	Regional Parks	21,147,786	8,078,662	38%	36%	20,478,032	3%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. Any payroll and operations savings are being utilitized for projects that are currently experiencing resource constraints.	21,147,786	2,346,730	11%	9%	20,650,040	2%	Revenues are primarily from requisition. Recovery revenue from CRD service forecasted below annual budget due to temporary staff vacancies.
1.297	Arts Grants & Development	3,375,641	947,128	28%	26%	3,374,825	0%	Service is a grant funding service, which had limited grant distribution in Q2. Projecting to disburse remaining budget for grant funding to arts organizations in the remaining quarters.	3,375,641	179,884	5%	5%	3,375,641	0%	Revenues are primarily from requisition and are on plan.
1.309	Climate Action and Adaptation	2,591,861	1,200,475	46%	22%	2,573,217	1%	Projecting operating expenses under budget, mainly due to savings related to the timing of contract cost for the Benchmarking and Home Energy Navigator program.	2,591,861	549,689	21%	11%	2,573,217	1%	Revenues are primarily from requisition, and forecast slightly below plan due to less fee revenue.
1.310	Land Banking & Housing	5,382,770	2,601,008	48%	40%	5,152,464	4%	Forecasted operating expenses under budget primarily due to savings from consultancy costs.	5,382,770	1,219,959	23%	14%	5,227,464	3%	Revenue is approximately 58% requisition, 40% from grants and recoveries, 2% from reserve transfer. Overall revenue is forecasted to be slightly below budget, primarily due to lower-than-anticipated interest income compared to the approved plan.
1.311	Regional Housing Trust Fund	3,223,431	2,756,566	86%	0%	3,003,564	7%	Forecast is lower than budget primarily due to lower-than-planned grant disbursements to third parties under the Rural Housing Pilot Program.	3,223,431	2,906,049	90%	99%	3,223,431	0%	Revenue is primarily made up of 89% surplus carry forward, 9% requisition and 2% other. Overall revenue is forecasted on plan.
1.313	Animal Care Services	2,077,586	1,098,181	53%	51%	2,068,361	0%	Projected costs slightly under budget mainly due to savings in salaries and wages, legal and travel costs which partially offset by higher vet services costs.	2,077,586	903,100	43%	42%	2,077,321	0%	Service is funded approximately 27% from requisition, 49% from contract revenue, 21% from dog tag sales and 3% from other. Revenue is expected to be on plan with the budget with no significant variance.
1.318	Building Inspection	2,536,013	1,185,699	47%	45%	2,318,544	9%	Projecting operating expenses under budget primarily due to savings in staff training, legal services, real estate costs, and salaries due to temporary staff vacancies, partially offset by higher credit card charges due to introduction of Moneris system.	2,536,013	1,044,508	41%	44%	2,398,793	5%	Service is funded by approximately 56% permit fee revenue, with the balance funded by 29% tax requisition, 14% reserve funds and 1% other. Revenue is projected to be lower than budget mainly due to lower projected permit fees revenue.
1.329	Regional Transportation	6,341,362	2,299,219	36%	n/a	5,924,000	7%	Service delivery is proceeding as planned. Q2 variance is due to seasonality of regional trail work. Annual forecast will be under budget due to lower debt payments for the Regional Trails Widening and Lighting project.	6,341,362	1,043,535	16%	n/a	6,341,360	0%	Revenue is approximately 84% requisition, 15% operating reserve and 1% other. Overall revenue is forecasted on plan.
1.356	Pender Fire Protection	1,579,313	777,619	49%	n/a	1,575,000	0%	Operating expenses are on track with budget.	1,579,313	13,376	1%	n/a	1,579,313	0%	Operating revenues are primarily requisition and are on plan.
1.40X	SEAPARC	6,039,678	2,753,600	46%	45%	5,988,183	1%	Service has a seasonal nature to operating expenses. In line with service delivery. Forecasted in line with budget for the year.	6,039,678	1,017,107	17%	17%	6,004,685	1%	Revenues are approximately 62% from requisition; 38% from fees and other. Service is projected to be on plan for the year.
1.44X	Panorama Rec. Center	12,436,172	5,534,423	45%	44%	12,194,903	2%	Service has a seasonal nature to operating expenses. In line with service delivery. Forecasted in line with budget for the year.	12,436,172	3,108,084	25%	24%	12,261,022	1%	Revenues are approximately 49% from requisition; 51% from fees and other. Service project to be on plan for the year.

Capital Regional District
Quarterly Operating Variance Report - Q2, 2026
Service Budgets Greater than $1,500,000

		2026 Operating Expenses							2026 Operating Revenue						
			Year to Q2			Annual Forecast				Year to Q2			Annual Forecast		
Service Number	Service Description	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	2025 Actual % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	2025 Actual % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation
1.45X	SSI Parks and Recreation	4,085,195	1,795,595	44%	41%	4,052,995	1%	Forecasting operating expenses to be lower than budget mainly due to one year deferral of debt servicing costs, lower operating costs of Ganges Fire Hall facility and lower fuel and chemicals costs.	4,085,195	341,506	8%	9%	4,087,712	(0%)	Operating revenues are expected to be on plan with the budget with minor favourable variance mainly due to higher summer programs grant funding and higher revenue from SIMS facility rentals.
1.521	Environmental Resource Management	54,220,744	25,682,567	47%	43%	52,607,221	3%	Landfilling Operations is under budget because the road-building contract has not yet been substantially spent. Community Support Programs are under budget due to delayed invoicing for major projects and grants.	54,220,744	28,213,652	52%	46%	52,607,221	3%	Tipping fee revenue exceeded budget due to higher waste volumes received. Recycling revenue was higher than budget because of the updated January 1 household count. Hartland Recycling Revenue benefited from stronger metals sales. Landfill Gas Revenue was below budget due to seasonal variation in gas quality and quantity supplied to RNG.
1.574	Environmental Innovation	1,613,836	709,123	44%	n/a	1,599,814	1%	Overhead service budget, continuing to provide service as planned. Service delivery continuing as planned. No changes anticipated at this time.	1,613,836	887,867	55%	n/a	1,603,836	1%	Revenues are driven by providing services to other CRD services that continue to operate as planned.
1.576	Corporate Capital Project Delivery	5,915,200	2,595,129	44%	39%	5,464,066	8%	Service provides engineering and project management services to multiple services across the CRD. Savings in Q1 & Q2 from temporary staff vacancies, but not anticipated to continue throughout the year.	5,915,200	2,766,747	47%	42%	5,489,066	7%	Revenues are driven by providing services to other CRD services which continue to operate as planned. Recovery revenue from CRD service forecasted below annual budget due to temporary staff vacancies.
1.577	Wastewater Operations	14,314,490	6,143,956	43%	43%	14,097,108	2%	Overhead services are being delivered as planned. Actual expenditures are below budget, primarily due to temporary staff vacancies.	14,314,490	6,902,569	48%	47%	14,151,263	1%	Approximately 96% of revenue is generated through labour recoveries for services provided to other CRD divisions, with the remaining 4% funded through reserve transfers to support one-time expenditures. Actual recovery revenue is slightly below the annual budget, primarily due to temporary staff vacancies during the year.
1.578	Environmental Protection and Water Quality	9,792,738	4,547,835	46%	44%	9,736,770	1%	Overhead service budget, continuing to provide service as planned. Forecast largely on plan, with some minor savings on staff training & development.	9,792,738	4,634,478	47%	49%	9,736,770	1%	Revenues are driven by providing services to other CRD services that continue to operate as planned.
1.580	EA Utility Operations	1,917,306	66,883	3%	n/a	2,150,352	(12%)	Overhead service budget, continuing to deliver services as planned. Expenditures are forecasted to be higher than budget due to staffing costs for auxiliary wages, standby pay and overtime.	1,917,306	113,154	6%	n/a	1,937,069	(1%)	Revenues are driven by providing services to other CRD services. Revenues are forecasted to be higher than budget to do increased operator hours for Salt Spring and Pender Island utility services.
1.911	911 Systems	2,644,068	1,330,248	50%	57%	2,604,120	2%	This service collects 911 levies from phone carriers and distributes a percentage to participating municipalities. Fixed contracts and debt servicing costs are on track with budget, expenditures are lower than budget due to reduced telephone levy revenue received and transferred to municipalities in the 1.912B service.	2,644,068	1,035,728	39%	41%	2,597,590	2%	Sources of revenue are fixed source requisitions, lease revenue, and variable 911 levies received from phone carriers. 911 telephone levy revenue is forecasted to be below budget.
1.921	Regional CREST	2,105,968	1,056,783	50%	50%	2,111,000	(0%)	This is a contribution service that provides support to CREST based on service agreement. Operating expenses are on track with budget.	2,105,968	95,156	5%	5%	2,105,968	0%	Operating revenues are primarily requisition and are on plan.
2.610	Saanich Peninsula Water Supply	9,251,293	4,442,158	48%	47%	8,743,802	5%	Expenditures are forecast to be lower than budget due to the deferral of borrowing for capital expenditures and slightly lower operating expenses. This is partially offset by higher wholesale water purchase due to increased water demand.	9,251,293	4,706,068	51%	50%	9,258,090	(0%)	Revenues are driven by seasonal water sales. Demand is forecast to be higher than plan due to increased water demand, partially offset by lower other revenue. Generally, fall and winter are periods of lower usage, while spring and summer see higher volumes.
2.670	Regional Water Supply	48,804,152	23,787,374	49%	45%	48,032,457	2%	Expenditures are forecasted to be below budget due to temporary staff vacancies and lower debt servicing costs due to the deferral of capital expenditures and one-time initiatives.	48,804,152	21,415,549	44%	45%	49,056,370	(1%)	Revenues are driven by seasonal water sales. Demand is forecast to be higher than plan due to increased water demand, partially offset by lower other revenue. Generally, fall and winter are periods of lower usage, while spring and summer see higher volumes.
2.680	Juan de Fuca Water Distribution	31,639,954	15,765,277	50%	48%	31,944,385	(1%)	Operating expenditures are forecast to slightly above budget, driven by higher wholesale water purchase costs due to increased water demand. This is partly offset by lower debt servicing and DRF payments, due to the deferral of capital activity and the resulting reduction in borrowing costs.	31,639,954	12,050,332	38%	38%	33,118,317	(5%)	Revenues are driven by seasonal water sales. Demand is forecast to be higher than plan due to increased water demand, partially offset by lower other revenue. Generally, fall and winter are periods of lower usage, while spring and summer see higher volumes.
3.717	Core Area Wastewater Operations	41,730,543	21,415,002	51%	52%	42,309,537	(1%)	Service delivery is proceeding as planned. Overall estimated expenses are expected to exceed the budget, primarily due to increased contract operating costs driven by global supply chain impacts. The service is working to identify potential cost savings in other areas to offset the increase. A budget amendment may be required if there is still a budget shortfall once the anticipated savings and projected overage can be clearly quantified.	41,730,543	1,191,385	3%	3%	41,730,543	0%	Revenues are comprised of approximately 98% from requisition and 2% from other sources, including revenue from the residual treatment facility and transfers from the Operating Reserve Fund to cover other one-time costs.
3.718	Saanich Peninsula Wastewater	5,406,370	2,766,582	51%	50%	5,313,017	2%	Service delivery proceeding as planned. Minor savings achieved to date are primarily due to lower waste sludge disposal costs and interest savings resulting from delayed borrowing. However, these savings are expected to be partially offset by higher repair and maintenance costs and contract-for-service expenses.	5,406,370	69,377	1%	1%	5,396,606	0%	Approximately 97% of revenues come from requisitions, with the remaining 3% derived from various sources, including reserve transfers, heat recovery from the Panorama Recreation Centre, and lab service recoveries. Overall, revenue is expected to remain on target.
3.755	Regional Source Control	1,795,828	846,465	47%	48%	1,712,838	5%	Service delivery continuing as planned. No changes anticipated at this time.	1,795,828	138,258	8%	7%	1,712,838	5%	Revenues are primarily from requisition, and forecast slightly below plan due to less permit fee revenue.
	Total Services above	362,412,183	86%			352,271,525			362,412,183	86%			358,825,479		
	Other CRD Services	59,334,317	14%						59,334,317	14%					
	Total CRD*	**421,746,500**							**421,746,500**						

Capital Regional District
Quarterly Operating Variance Report - Q2, 2026
Service Budgets Greater than $1,500,000

		2026 Operating Expenses							2026 Operating Revenue						
			Year to Q2			Annual Forecast				Year to Q2			Annual Forecast		
Service Number	Service Description	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	2025 Actual % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	2025 Actual % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation
CRHD	Capital Regional Hospital District	32,746,405	6,612,762	20%	44%	31,561,444	4%	Savings forecasted due to deferred feasibility studies, lower than budgeted capital activity (i.e. lower debt servicing costs), and anticipated lower maintenance costs forecasted for 950 Kings, The Summit, and Oak Bay Lodge properties.	32,746,405	3,762,214	11%	14%	32,246,405	2%	Lower transfer from property management reserve required to fund 950 Kings and Royal Bay properties due to forecasted savings on maintenance costs. Feasibility studies to be deferred.
	Total CRHD	**32,746,405**							**32,746,405**						
CRHC	Administration	4,944,521	2,631,577	53%	46%	4,568,857	8%	Forecasting below budget due to temporary staff vacancies, and the reallocation of funding for the Property Assist program anticipated at year-end. The remaining quarters are forecasted to be on plan.	5,066,388	2,188,518	43%	44%	5,066,388	0%	Revenue is recovery of costs charged to buildings. Revenue on plan.
CRHC	Development Services	1,946,487	667,874	33%	31%	1,845,507	9%	Forecast is below budget due to savings from vacancies experienced to date.	2,033,152	656,265	32%	9%	2,033,152	0%	Revenue is Project Management fee charged for ongoing projects. Revenue is on plan.
CRHC	CHF Operating	5,831,046	2,104,555	36%	24%	5,363,979	8%	Forecast is below budget primarily due to savings from delayed mortgage payments for Caledonia, offsetting higher than expected spending on fire system issues at Michigan.	5,831,047	1,875,758	32%	22%	4,909,406	16%	Revenue is from rent 53%, subsidy 45% and other 2%. The forecast is below budget primarily due to subsidy funding shortfalls and slower than anticipated rent-up activity at Caledonia. Included in the forecast is an estimated BC Housing funding adjustment expected in Q3 and Q4, based on the outcome of their review of the Michigan and Caledonia financial data.
CRHC	UOA buildings	12,946,103	6,075,810	47%	51%	12,809,899	1%	Forecast is below budget due to savings from temporary staffing vacancies experienced to date.	13,517,071	6,918,856	51%	53%	13,580,268	(0%)	Revenue is from rent 84%, subsidy 14% and other 2%. Revenue is on plan.
CRHC	ILBC building	269,145	218,713	81%	32%	180,902	33%	Forecast below budget as property divested on March 1, 2026. Final settlement of transactions to be completed in Q3 and Q4.	269,145	209,667	78%	50%	149,860	44%	Revenue is from rent 32%, subsidy 67% and other 1%. Forecast is below budget as property divested on March 1, 2026. Final settlement of transactions to be completed in Q3 and Q4.
CRHC	NOA buildings	1,407,920	627,168	45%	47%	1,395,195	1%	Operating expenses are on track with budget.	1,319,778	677,513	51%	43%	1,335,922	(1%)	Revenue is primarily from rent with a very small amount from other; less than 1%. Rental revenue earned to date is slightly higher than budget, and is forecast above budget for year end.
CRHC	RHFP buildings	11,443,951	5,515,820	48%	49%	11,468,995	(0%)	Forecast remains aligned with budget. Vacancy-related savings realized to date helps offset projected additional costs for the advertising campaign and the cellular access improvements at Hockley, expected in Q3 and Q4.	10,917,745	5,340,942	49%	47%	10,780,685	1%	Revenue is driven by rental income 97%, with the remaining 3% from other sources. Revenue is slightly lower than budget due to an unplanned increase in unit vacancies resulting from a softening rental market offset by unbudgeted recovery revenue.
CRHC	IHI building	861,919	391,488	45%	49%	867,283	(1%)	Forecast is slightly higher than budget due to additional maintenance costs anticipated in Q3 and Q4.	963,889	500,678	52%	52%	982,622	(2%)	Revenue is primarily from rent 97% and other 3%. Revenue is anticipated to be above budget due to higher than planned rent and other revenue.
CRHC	RR Services	605,464	206,513	34%	25%	568,500	6%	Forecast is below budget due to savings from vacancies experienced to date.	605,464	303,215	50%	46%	605,464	0%	Revenue is based on cost recovery. Revenue is on plan.
	Total CRHC	40,256,555				39,069,117			40,523,679	18,671,412			39,443,767		
	Total Services (CRD + CRHD + CRHC)	**$494,749,460**							**$495,016,584**						

Capital Regional District

2026 - Quarter 2 - Capital Plan Report

Projects Greater than $500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2025 Capital Plan amended and/or 2026 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2025 Capital Plan

CAPITAL PROJECT			QUARTER 2						TOTAL 2026					ANNUAL STATUS OF CAPITAL PROJECT		
Department	Service Description	Capital Project Title	Q2 Budget	Q2 Forecast	Q2 Actuals	Forecast Variance $ (over) / under	Forecast Variance %	Q2 Variance Explanation	Total 2026 Budget (as per approved budget)	Total 2026 Forecast	Total 2026 Actuals	Forecast Variance $ (over) / under	Forecast Variance %	Scope	Timing	Budget
CRD																
Infrastructure & Water Services	Core Area Wastewater	SCADA and Radio Assessment	50,000	50,000	890	49,110	98%	Some small equipment purchases were made in Q2. The project is expected to ramp up in Q3 and Q4. The overall project remains on time and within scope and budget.	900,000	896,508	7,398	3,492	0%			
	Core Area Wastewater	Annual Provisional Emergency Repairs	400,000	400,000	84,422	315,578	79%	The project addresses emergency repairs arising from unforeseen events and circumstances. In Q2, the primary costs were related to the Disk Filter upgrades. The overall project remains on time and within scope and budget.	1,500,000	1,485,766	270,188	14,234	1%			
	Core Area Wastewater	Marigold Electrical and Building Upgrades	600,000	600,000	607,019	(7,019)	(1%)	The first half of the project completed in Q2, and the second half should be completed in October. The overall project is expected to be completed this fall within scope and budget.	1,600,000	1,582,092	789,111	17,908	1%			
	Core Area Wastewater	Harling Pump Station - Complete Replacement	800,000	800,000	529,864	270,136	34%	Construction mobilization began in Q2. Work shifting from heavy civil to electrical and station commissioning, with completion expected in the fall. The overall project is expected to be completed on time and within scope and budget.	2,300,000	2,282,996	582,860	17,004	1%			
	Core Area Wastewater	Shoreline Trunk Sewer Upgrade	50,000	50,000	11,018	38,982	78%	Initiation of design has been delayed due to ongoing negotiations with the Province of BC and the Highland Games Society. This delay will push project completion into 2028 as per operational requirements by the Province and Society. Archaeological works have commenced with geotechnical and detailed design expected to follow in Q3. The overall project remains within scope and budget.	2,800,000	454,993	16,011	2,345,007	84%		2027 plan revised; Completion Delayed	
	Core Area Wastewater	Core Area Sewers, Manholes and Chamber Repairs & Upgrades	400,000	400,000	314,934	85,066	21%	Contractor mobilizations were pushed into Q3 due to delayed alternative measures approvals by WorkSafe BC. The majority of the work is planned for Q3 and Q4, with project completion anticipated in 2027. The overall project remains within scope and budget.	7,075,000	7,041,538	381,472	33,462	0%		2027 plan revised; Completion Delayed	
	Core Area Wastewater	Electric Vehicle Charging	-	-	-	0	0%	The project is expected to commence in Q3 2026 and is anticipated to be delivered within scope and budget, with the potential for completion extending into 2027.	915,000	700,000	-	215,000	23%		2027 plan revised; Completion Delayed	
	Core Area Wastewater	Biosolids Advanced Thermal Plant	275,000	275,000	163,303	111,697	41%	Planning & design work for the Advanced Thermal Project continued in Q2. Spending on the project is highly dependent on the pace of First Nations engagement, regulatory review processes, and negotiations with proponents, which can fluctuate from quarter to quarter. The overall project remains on time and within scope and budget.	1,100,000	1,010,665	260,665	89,335	8%			
	Core Area Wastewater	Pump Station Renewal Program	25,000	25,000	-	25,000	100%	Project was initiated late Q2, with project management costs expected in Q3 with work underway to engage consultant. Expected contract award late Q3/early Q4. The overall project is expected to be delayed, and is expected to be completed within scope and budget.	940,000	500,000	-	440,000	47%		2027 plan revised; Construction Delayed	
	Core Area Wastewater	Process & Mechanical Upgrades	200,000	200,000	346,416	(146,416)	(73%)	The purpose of this provisional project is to support various process and mechanical upgrades across the Core Area and conveyance infrastructure driven by operational optimization requirements. In Q2, efforts focused on the Scum Removal System and the Odour Control System – Mist Eliminators. The overall project remains on time and is expected to be completed within scope and budget.	850,000	820,978	417,394	29,022	3%			
	Core Area Wastewater	Safety & Security Upgrades	150,000	150,000	3,252	146,748	98%	The nature of this provisional project is to address various safety and security upgrades to the Core Area and conveyance infrastructure, driven by operational needs. In Q2, efforts focused on coordinating contracts and advancing procurement strategies for the Access Hatch and Safety Railing Upgrades. The overall project remains on time and is expected to be completed within scope and budget.	600,000	592,594	5,846	7,406	1%			
	Core Area Wastewater	Optimization of Residual Treatment Facility Operations	575,000	575,000	-	575,000	100%	Completion of strain press installation and commissioning to be incurred in 2027. The overall project is expected to be completed within scope and budget.	1,950,000	1,375,000	1,375,000	575,000	29%		2027 plan revised; Construction Delayed	
	Regional Water Supply	Goldstream IWS Field Office	4,060,834	2,400,000	2,699,078	(299,078)	(12%)	Majority of spending in Q2 was related to construction. An amendment expanding the project scope to include the installation of a sanitary line, funded through a grant from the City of Langford, was approved. As noted in Q1, the construction period has been extended from 12 to 18 months, with completion expected in Q2 2027. The overall project is within the revised scope and budget.	15,245,000	8,418,593	3,917,671	6,826,407	45%	2026 amended	2027 plan revised; Completion Delayed	2026 amended
	Regional Water Supply	Decommission & Conceptual Design of the Smith Hill Site	178,750	20,000	19,550	450	2%	Costs aligned with forecast for Q2; work is currently in the design phase. Progress made on long-term conceptual planning for the site; next quarter will focus on detailed interim decommissioning planning. Planning continues through 2026; substantive project activity expected in 2027. The overall project remains within scope and budget.	715,000	83,815	43,365	631,185	88%		2027 plan revised; Completion Delayed	

Capital Regional District

2026 - Quarter 2 - Capital Plan Report

Projects Greater than $500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2025 Capital Plan amended and/or 2026 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2025 Capital Plan

CAPITAL PROJECT			QUARTER 2					TOTAL 2026					ANNUAL STATUS OF CAPITAL PROJECT		
Department	**Service Description**	**Capital Project Title**	**Q2 Budget**	**Q2 Forecast**	**Q2 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Q2 Variance Explanation**	**Total 2026 Budget (as per approved budget)**	**Total 2026 Forecast**	**Total 2026 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Scope**	**Timing**	**Budget**
Infrastructure & Water Services	Regional Water Supply	Goldstream Water Supply Area Dams - Regulatory Compliance, Dam Safety Planning & Analyses	197,500	100,000	106,197	(6,197)	(6%)	In Q2, costs were primarily related to project management and the selection of a preferred consultant for Phase 1 of the Dam Seismic Retrofit Program. Phase 1 is scheduled to begin in Q3 2026 and continue into 2027. The Goldstream Watershed Dam Safety Review is expected to be completed in Q3 2026, while scoping is underway for a hydraulic assessment of the Japan Gulch Spillway. The overall project remains within scope and budget.	790,000	472,351	228,548	317,649	40%		2027 plan revised; Completion Delayed	
	Regional Water Supply	Goldstream Water Supply Area Dams - Upgrades and Improvements Program	351,250	25,000	40,304	(15,304)	(61%)	In Q2, cost was primarily related to project management. The tender price exceeded the available budget, so construction has been deferred until 2027, with the tender to be re-issued next year. This project is part of an ongoing program addressing the top priorities identified in the Dam Safety Risk Register. Any unspent 2026 funds will be carried forward into 2027 to address subsequent priorities. The overall project remains within scope and budget.	1,405,000	211,393	76,697	1,193,607	85%		2027 plan revised; Completion Delayed	
	Regional Water Supply	Sooke Lake & Deception Water Supply Area Dams - Regulatory Compliance, Dam Safety Planning & Analyses	368,750	100,000	62,855	37,145	37%	A preferred consultant has been selected for Phase 1 of the dam seismic retrofit program, scheduled to begin in Q3 2026 with work to continue into 2027. Seismic assessment of Deception Gulch Dam was completed in Q2. RFP preparation for the Spillway and Gates Retrofit project is nearing completion and will be advertised in Q3. Work will continue into 2027. The overall project remains within scope and budget.	1,475,000	428,822	141,677	1,046,178	71%		2027 plan revised; Completion Delayed	
	Regional Water Supply	Sooke Lake & Deception Water Supply Area Dams - Upgrades and Improvements Program	1,363,750	500,000	773,199	(273,199)	(55%)	Q2 spending largely relates to construction work. The primary focus of construction activity in 2026 is the Sooke Lake Instrumentation Project, with the contractor expected to complete the project in August 2026. This project is part of an ongoing program to address the highest-priority items identified in the Dam Safety Risk Register. Any unspent funds from 2026 will be carried forward to 2027 to address subsequent priorities. The overall project remains on scope and within budget.	5,455,000	2,540,614	1,313,813	2,914,386	53%		2027 plan revised; Completion Delayed	
	Regional Water Supply	Water Treatment Plant Improvements Program	147,500	10,000	31,924	(21,924)	(219%)	In Q2, expenditures were primarily related to equipment and spare parts. Construction is expected to begin in Q3 and continue into 2027. This is an ongoing program that will continue to address high-priority, mid-sized items at the Water Treatment Plants. The project remains on scope and within budget.	590,000	382,235	109,159	207,765	35%		2027 plan revised; Completion Delayed	
	Regional Water Supply	Asset Management Plan	178,750	10,000	31,132	(21,132)	(211%)	RFP was completed in June. Q2 spending was primarily related to consultant engagement. The project is expected to be completed in Q2 2027. The overall project remains within scope and budget.	715,000	212,236	33,368	502,764	70%		2027 plan revised; Completion Delayed	
	Regional Water Supply	Master Plan Project Delivery	418,750	-	-	0	0%	The development of RFPs expected to begin in Q3 with project work beginning in Q4 and continuing into 2027. This is the very initial start to a long range (20-30 year) program so progress and forecasting will adjust as the program of work progresses. The overall project is on time and within scope and budget.	1,675,000	100,000	-	1,575,000	94%			
	Regional Water Supply	Integrate Dam Performance and Hydromet to SCADA	272,500	150,000	112,545	37,455	25%	Scoping for the design and installation of standardized instrumentation improvements at higher consequence dams is in progress. A consultant and vendor have been engaged for instrumentation improvements at the initial site, Deception Gulch Dam, with project activities continuing in Q3 and Q4. Work is expected to continue into 2027. The overall project remains within scope and budget.	1,090,000	549,095	211,640	540,905	50%		2027 plan revised; Completion Delayed	
	Regional Water Supply	RWS Supply Main No. 4 Upgrade & Main #1 High Pressuring	1,368,750	50,000	63,604	(13,604)	(27%)	Main No. 1 HGL project design is still progressing in Q2, but potential for energy reclamation at Humpback Pressure Control Station is being considered as additional, value-added scope This has required the schedule to be pushed. This is going to RWS Commission for direction on September 16. Main No. 4 project has passed 30% design, and a recommendation is also going to RWS Commission on September 16 to authorize awarding carry-on work for the detailed design and construction services stages.	5,475,000	1,145,633	159,237	4,329,367	79%	2026 to be re-evaluated	2026 to be re-evaluated	2026 to be re-evaluated
	Regional Water Supply	Vehicle & Equipment Replacement (Funding from Replacement Fund)	349,334	-	-	0	0%	With internal resource limitations, shifting project priorities, and vendor supply chain challenges, forecasting the purchase and delivery of vehicles and equipment in Q3 and Q4. The overall project is within scope and budget.	1,397,336	1,303,768	3,768	93,568	7%		2026 to be re-evaluated	
	Regional Water Supply	Critical Spare Equipment Storage & Pipe Yard	952,500	10,000	20,836	(10,836)	(108%)	The project is progressing slowly due to the geotechnical study. Costs this quarter were primarily related to geotechnical consulting and project management time. Detailed design is expected to begin in Q4, with construction anticipated to begin in 2027. The overall project remains within scope and budget.	3,810,000	117,789	28,625	3,692,211	97%		2027 plan revised; Construction Delayed	
	Regional Water Supply	Head Tank Valve & Main No. 4&5 Valve Replacement	126,250	10,000	14,883	(4,883)	(49%)	Q2 spending was primarily related to project management. Due to other priorities and limited staff resources, the project is not progressing as planned. The overall project remains within scope and budget.	505,000	148,325	23,208	356,675	71%		2027 plan revised; Completion Delayed	
	Regional Water Supply	Main No. 4 - Mt Newton to Highway 17 & Bear Hill Trunk Extension (RWS Contribution to SPWS Project)	4,000,000	500,000	1,428,674	(928,674)	(186%)	In Q2, 25% of the steel pipe supply was progressed. Additional project management and consulting time was required for advanced submittals and oversight of utility investigations in preparation for work scheduled for 2027. The overall project remains within scope and budget.	16,000,000	1,890,579	1,819,253	14,109,421	88%		2027 plan revised; Completion Delayed	

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Projects Greater than $500,000

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CAPITAL PROJECT			QUARTER 2					TOTAL 2026					ANNUAL STATUS OF CAPITAL PROJECT		
Department	**Service Description**	**Capital Project Title**	**Q2 Budget**	**Q2 Forecast**	**Q2 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Q2 Variance Explanation**	**Total 2026 Budget (as per approved budget)**	**Total 2026 Forecast**	**Total 2026 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Scope**	**Timing**	**Budget**
Infrastructure & Water Services	Regional Water Supply	Microwave Radio Upgrades	210,000	150,000	-	150,000	100%	The project is currently paused due to delays in the IWS master plan. In addition, limited resources resulted in other priority work taking precedence during Q2. The project is expected to resume once the master plan is finalized and resources become available. The overall project remains within scope and budget.	840,000	210,000	-	630,000	75%		2027 plan revised; Completion Delayed	
	Regional Water Supply	Bulk Supply Meter Replacement Program	173,750	30,000	48,994	(18,994)	(63%)	The Cook & Mallek meter installations completed this quarter were at a higher cost than estimated. For the Layritz Meter project, construction is expected to begin in early Q4 and continue into 2027. The overall project remains within scope and budget.	695,000	115,969	54,963	579,031	83%		2026 to be re-evaluated	
	Regional Water Supply	Land and Site Works	84,584	-	-	0	0%	An amendment expanding the project scope to include the installation of a sanitary line, funded through a grant from the City of Langford, was approved. As noted in Q1, the construction period has been extended from 12 to 18 months, with completion expected in Q2 2027. The overall project is within the revised scope and budget.	1,005,000	-	-	1,005,000	100%	2026 amended	2027 plan revised; Completion Delayed	2026 amended
	Regional Water Supply	Master Plan Program Management	250,000	30,000	46,405	(16,405)	(55%)	Initial Engineering program management costs were charged in Q2 2026, with planning activities and associated expenditures expected to increase through Q3 and Q4 and into 2027. The timing of program work is currently under review. The overall project remains within scope and budget.	1,000,000	230,000	46,405	770,000	77%		2026 to be re-evaluated	
	Regional Water Supply	Road Improvements	100,000	100,000	110,103	(10,103)	(10%)	Project started in Q2, with primary expenditures related to labour. Due to anticipated weather conditions, the project will pause in Q3 and resume in Q4. The overall project remains on time and within scope and budget.	560,000	560,000	110,607	0	0%			
	Regional Water Supply	SCADA Masterplan and System Upgrades	227,500	-	-	0	0%	Work is expected to commence upon completion of the supporting work, with a forecasted start in Q1 2027. The overall project remains within scope and budget.	910,000	8,050	8,050	901,950	99%		2027 plan revised; Construction Delayed	
	Regional Water Supply	Cecelia Meter Replacement	95,565	10,000	96,055	(86,055)	(861%)	The final contractor invoice was received this quarter, along with payment of a $25,000 permit fee to the City of Victoria. Minor remediation work may occur in Q3. The overall project remains on time and within scope and budget.	565,000	313,347	369,402	251,653	45%			
	Regional Water Supply	Mount Tolmie Tank Structural and Infiltration Improvements	230,000	20,000	69,409	(49,409)	(247%)	Project work is in design stage only. Progress has been made on long term plan conceptual planning for this location and the subsequent quarter will focus in more detail on interim decommissioning. The overall project remains within scope and budget.	920,000	110,061	119,470	809,939	88%		2027 plan revised; Completion Delayed	
	Regional Water Supply & JDF Water Distribution Combo	Upgrades to Buildings at 479 Island Highway	183,750	183,750	43,552	140,198	76%	This project involves maintenance and changes to buildings, office layouts, meeting rooms, yard and lab improvements, and technology upgrades. Maintenance and upgrade activities are ongoing throughout 2026. The overall project remains on time and within scope and budget.	735,000	735,000	130,537	0	0%			
	JDF Water Distribution	SCADA Master Plan Update & Upgrades	492,500	-	-	0	0%	Work is expected to commence upon completion of the supporting work, with a forecasted start in Q1 2027. The overall project remains within scope and budget.	1,970,000	-	-	1,970,000	100%		2027 plan revised; Construction Delayed	
	JDF Water Distribution	AC Pipe Replacement Program	1,133,750	1,133,750	1,327,468	(193,718)	(17%)	Construction is ahead of schedule. Program work continues, with CRD crews completing scheduled project improvements as planned. The overall project remains on time and within scope and budget.	4,535,000	4,535,000	2,562,671	0	0%			
	JDF Water Distribution	Residential Service & Meter Replacement Program	750,000	750,000	1,199,534	(449,534)	(60%)	This is an annually provisioned project, with expenditures made as needed based on shifting priorities. Current progress is ahead of schedule. As an ongoing program focused on repair and maintenance activities, deliverables and schedules may fluctuate throughout the year. The overall project remains on time and within scope and budget.	3,000,000	2,971,203	1,971,203	28,797	1%			
	JDF Water Distribution	Vehicle & Equipment Replacement (Funding from Replacement Fund)	193,500	431,106	433,234	(2,128)	(0%)	Vehicle deliveries are catching up following delays from Q1. The overall project remains on time and within scope and budget.	774,000	783,641	435,769	(9,641)	-1%			
	JDF Water Distribution (DCC)	Sooke Henlyn Supply & Distribution Mains	250,000	-	-	0	0%	This project is developer-driven and no work or planning has begun to trigger this project. The overall project remains within scope and budget.	1,000,000	-	-	1,000,000	100%		2026 to be re-evaluated	
	JDF Water Distribution	Pump Station Renewal Program	300,000	30,000	7,686	22,314	74%	The Langvista Pump Station Replacement Project kick-off meeting was held on June 18th. Preliminary and detailed design expected to span over Q3 and Q4 with construction continuing into 2027. The overall project remains within scope and budget.	1,200,000	233,336	11,022	966,664	81%		2027 plan revised; Completion Delayed	
	JDF Water Distribution	Large Meters & Pressure Control Stations Replacement Program	232,500	200,000	295,524	(95,524)	(48%)	Materials arrived and paid for in Q2. Large meter vault Installations are being completed and will continue into Q3. An RFP for consulting services require for the 2027 program is being drafted and it is expected that a consultant will be engaged and design will be underway in Q3/Q4. The overall project remains on time and within scope and budget.	930,000	881,337	316,861	48,663	5%			

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Projects Greater than $500,000

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CAPITAL PROJECT			QUARTER 2					TOTAL 2026					ANNUAL STATUS OF CAPITAL PROJECT		
Department	**Service Description**	**Capital Project Title**	**Q2 Budget**	**Q2 Forecast**	**Q2 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Q2 Variance Explanation**	**Total 2026 Budget (as per approved budget)**	**Total 2026 Forecast**	**Total 2026 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Scope**	**Timing**	**Budget**
Infrastructure & Water Services	JDF Water Distribution (DCC)	Throup Road Watermain Installation	225,000	-	-	0	0%	This project involves a contribution from the CRD to reimburse the District of Sooke for the replacement of a watermain as part of a roadway replacement project. The project is currently in the design phase, with construction expected to begin in Q1/Q2 2027. Anticipated spend is solely associated with project management costs. No payments have been made to District of Sooke at this time. The overall project remains within scope and budget	900,000	100,000	-	800,000	89%		2027 plan revised; Construction Delayed	
	JDF Water Distribution	Sooke Road W/M Replacement - VMP to Jacklin	1,763,750	50,000	71,551	(21,551)	(43%)	Detailed design is underway and progressing toward the tender stage. The tender is expected to be issued in Q3, with construction anticipated to begin in Q1 2027. The overall project remains within scope and budget.	7,055,000	237,958	109,509	6,817,042	97%		2027 plan revised; Construction Delayed	
	JDF Water Distribution	Hwy 14 Watermain Relocation	500,000	-	-	0	0%	This project involves a one-time contribution from the CRD to reimburse Ministry of Transportation & Transit for the relocation of a CRD watermain located within their right of way. Construction is anticipated to begin in Q4 2026, with completion expected in 2027. The overall project remains within scope and budget.	2,000,000	200,000	-	1,800,000	90%		2027 plan revised; Construction Delayed	
	Saanich Peninsula Treatment Plant	Keating Pump Station - Pump Replacement	20,000	20,000	13,179	6,821	34%	Procurement process for ordering replacement pumps determined in Q2, with procurement to take place in Q3. The project remains within scope and budget; however, there is a delay due to uncertainty in the delivery schedule.	580,000	576,421	14,600	3,579	1%		2027 plan revised; Acquisition Delayed	
	Saanich Peninsula Treatment Plant	WWTP Corrosion and Air Management Improvements Program	15,000	15,000	30,579	(15,579)	(104%)	In Q2 evaluation and negotiations were ongoing as additional staff and consultant efforts were required during tendering for Tank Repair works. The 3rd Party Odour Control Review was also initiated ahead of schedule. The project is expected to be completed within scope and budget; however, the project wis forecasted to be completed in early 2027.	4,410,000	3,906,221	41,800	503,779	11%		2027 plan revised; Completion Delayed	
	Saanich Peninsula Water Supply	Reservoir Seismic Isolation Valves	192,500	100,000	7,250	92,750	93%	Acquired contract in Q2, an awaiting material suppiles for Q3 and Q4. The overall project is on time and within scope and on budget.	770,000	587,675	9,925	182,325	24%		2027 plan revised; Completion Delayed	
	Saanich Peninsula Water Supply	SCADA Upgrades	208,500	-	25,879	(25,879)	(100%)	Some small equipment purchases were made in Q2. The project is expected to be delayed into 2027. The overall project remains on time and within scope and budget.	834,000	7,561	33,440	826,439	99%			
	Saanich Peninsula Water Supply	Hamsterly Pump Station Capacity Upgrade	151,000	-	-	0	0%	This project is not progressing until after subsequent DCC updates. The overall project remains within scope and budget	604,000	-	-	604,000	100%		2027 plan revised; Completion Delayed	
	Saanich Peninsula Water Supply	Asset Capital Improvement/Replacement Program	150,000	10,000	36,840	(26,840)	(268%)	Internal designs progressed in Q2 for Lowe Rd PS Meter Replacement and submit application to Island Health. Construction will be deferred until after a separate project (Bear Hill Trunk) is complete late this year which will allow for a redundant feed when taking this piping offline. This is an ongoing program that will continue to address high priority items from the risk register. The overall project remains within scope and budget.	600,000	341,786	43,626	258,214	43%		2026 to be re-evaluated	
	Saanich Peninsula Water Supply	SPW System Upgrade and Expansion	3,362,500	4,166,894	2,935,207	1,231,687	30%	There has been a slight delay in production; however, the project remains on track to be mostly complete by Q4 2026, with only some final commissioning activities expected to remain. The overall project remains within scope and budget.	13,450,000	13,450,000	3,884,526	0	0%			
Local Services	Maliview Sewer Utility (SSI)	Wastewater Treatment Plant Upgrade	224,556	200,000	22,559	177,441	89%	Work planned in Q2 delayed to Q3 due to permit application amendment. Tender package completed; construction will proceed as planned when contract awarded. The overall project is on time and within scope and budget.	2,924,556	2,817,702	57,702	106,854	4%			
	Ganges Sewer Utility (SSI)	Ganges WWTP Replacement of Electrical & Instrumentation	200,000	200,000	92,300	107,700	54%	Design work completed in Q2, variance due to delay in start of construction work. The overall project remains within scope and budget with completion delayed to 2027.	634,500	324,222	174,222	310,278	49%		2027 plan revised; Construction Delayed	
	Ganges Sewer Utility (SSI)	Kings Lane sewer extension	-	-	-	0	0%	Project work to begin in Q3. The overall project remains on time and within scope and budget.	600,000	600,000	-	0	0%			
	Lyall Harbour Boot Cove Water (Saturna)	Dam Improvement and Regulatory Requirements	50,000	26,000	42,485	(16,485)	(63%)	Q2 variance due to design and permitting process proceeding ahead of forecast. Procurement to begin in Q3 with construction delayed to 2027 due to timing of debt borrowing process. The overall project is within scope and budget.	730,825	99,336	44,336	631,489	86%		2027 plan revised; Construction Delayed	
	Salt Spring Island Parks & Recreation	Park Maintenance Facility	75,000	15,000	59	14,941	100%	Design RFP delayed to Q3 with design to be completed in Q4. Construction delayed to 2027. The overall project remains within scope and budget.	632,340	135,413	413	496,927	79%		2027 plan revised; Construction Delayed	
	Salt Spring Island Parks & Recreation	Ball Field Development	100,000	200,000	569,627	(369,627)	(185%)	Q2 variance due to construction proceeding ahead of schedule. The overall project remains on time and within scope and budget.	750,000	749,968	578,768	32	0%			

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Projects Greater than $500,000

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CAPITAL PROJECT			QUARTER 2						TOTAL 2026					ANNUAL STATUS OF CAPITAL PROJECT		
Department	**Service Description**	**Capital Project Title**	**Q2 Budget**	**Q2 Forecast**	**Q2 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Q2 Variance Explanation**	**Total 2026 Budget (as per approved budget)**	**Total 2026 Forecast**	**Total 2026 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Scope**	**Timing**	**Budget**
Local Services	Salt Spring Island Parks & Recreation	Pool Building Structural Upgrades	-	-	-	0	0%	Project deferred to 2027 due to timing of potential grants and debt funding. The overall project remains within scope and budgets.	1,550,000	-	-	1,550,000	100%		2027 plan revised; Completion Delayed	
	JDF EA Community Recreation	Otter Point Community Hall Construction	500,000	-	-	0	0%	Construction of community hall has been deferred to 2027 due to timing of site design. The overall project remains within scope and budget.	1,000,000	-	-	1,000,000	100%		2027 plan revised; Construction Delayed	
	SSI Community Transportation	Ganges Roadside Pathway Construction	250,000	10,000	-	10,000	100%	Project was unsuccessful in receiving a $500k BC Active Transportation Grant. Forecasted spending for 2026 has been reduced while other grant funding is sought and completion will be delayed into 2027. The overall project remains within scope and budget.	750,000	170,000	-	580,000	77%		2027 plan revised; Construction Delayed	
	Pender Island Community Parks	Land Acquisition	-	-	7,245	(7,245)	(100%)	Due to subdivision approvals required, the purchase is delayed to early 2027. The overall project remains within scope and budget.	1,000,000	7,245	7,245	992,755	99%		2027 plan revised; Acquisition Delayed	
	Pender Island Community Parks	Schooner Way Trail	80,928	60,000	26,740	33,260	55%	The project was completed in Q2 within scope and budget. Majority of costs landed in 2025.	1,080,928	159,809	159,809	921,119	85%			
Parks and Environmental Services	Regional Parks	Replacement of Weed Harvester	-	-	-	0	0%	During late Q1 and early Q2, a contract was entered into for supply of the new weed harvester, with a projected time to delivery in Q4. The overall project remains on time and within scope and budget.	700,000	700,000	-	0	0%			
	Regional Parks	Portal Signs	130,875	200,000	400	199,600	100%	Portal Signs are scheduled for replacement during Q3 to coincide with favourable weather conditions. The overall project remains on time and within scope and budget.	523,500	523,900	756	(400)	0%			
	Regional Parks	Replace Two Bridges at Witty's Lagoon	164,725	320,000	9,948	310,052	97%	Condition assessments began Q2. Design and replacement decision to be made in Q3 and Q4 with replacement work to occur in the Fisheries window of August 2027.The overall project remains within scope and budget.	658,900	211,841	11,841	447,059	68%		2027 plan revised; Construction Delayed	
	SEAPARC	Skate Park Renewal	175,000	185,202	179,048	6,154	3%	The project was completed in Q2 within scope and budget.	800,000	793,846	793,846	6,154	1%			
	SEAPARC	Implement Heat Recovery System Phase 1	50,000	140,000	19,309	120,691	86%	Specification and design continue throughout Q2 and will continue in Q3; anticipate system implementation to begin in Q4. The overall project remains on time and within scope and budget.	2,300,000	2,179,309	28,338	120,691	5%			
	Panorama Recreation	Heat Recovery Plant	429,500	429,500	467,164	(37,664)	(9%)	System implementation continued in Q2 with the system expected to be commissioned in Q3 after the summer dry floor season. The overall project remains on time and within scope and budget.	1,718,000	1,718,000	1,013,957	0	0%			
	Panorama Recreation	New Recreation Facility	250,000	100,000	33,795	66,205	66%	Early design work, project is dependent on debt financing and municipal consent. The overall project has been revised to a smaller budget and scope.	1,000,000	51,350	51,350	948,650	95%	2026 to be re-evaluated	2026 to be re-evaluated	2027 plan revised
	Environmental Resource Management	Gas & Leachate Collection Pipe Extension	230,798	420,000	266,588	153,412	37%	Procurement of pipe was completed in Q2. Installation to occur in following quarters. The overall project remains within scope and budget but will shift by a quarter going forward.	923,192	923,192	280,213	0	0%			
	Environmental Resource Management	RNG Optimization Projects	842,536	1,000,000	1,000,000	0	0%	The Contractor made progress to address numerous project deficiencies in Q2, moving the project closer to Final Project Acceptance. Conditional Final project acceptance is expected to occur in Q4. Project completion will be delayed to 2027. The overall project remains within scope and budget.	1,685,071	1,185,071	1,000,000	500,000	30%		2027 plan revised; Completion Delayed	
	Environmental Resource Management	Progressive Closure of External Faces	-	-	-	0	0%	Project construction costs forecast to be incurred in Q3. Construction completion delayed to 2027. The overall project within scope and budget.	1,000,000	300,000	-	700,000	70%		2027 plan revised; Construction Delayed	
	Environmental Resource Management	Landfill Gas Utilization	1,030,310	750,000	737,073	12,927	2%	The Contractor made progress to address numerous project deficiencies in Q2, moving the project closer to Final Project Acceptance. Conditional Final project acceptance is expected to occur in Q4. The overall project remains within scope and budget.	2,060,619	2,060,619	771,095	0	0%			
	Environmental Resource Management	Hartland North Electrical	366,298	100,000	7,910	92,090	92%	Contract was executed in late Q2 pushing mobilization and initiation of the work to Q3. A portion of the project will be deferred to 2027 due to project logistics. The overall project remains within budget	732,595	332,595	24,174	400,000	55%	2026 to be re-evaluated	2027 plan revised; Completion Delayed	

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CAPITAL PROJECT			QUARTER 2						TOTAL 2026					ANNUAL STATUS OF CAPITAL PROJECT		
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Parks and Environmental Services	Environmental Resource Management	Hartland Amenity Project	250,000	250,000	17,838	232,162	93%	Hartland Landfill Neighborhood Intersection Improvement construction occurred in Q2. Slight construction delays due mainly to scheduling. The overall project remains on time and within scope and budget.	1,000,000	962,654	122,654	37,346	4%			
	Environmental Resource Management	Contractor Workshop Relocation	287,815	150,000	20,328	129,672	86%	Contract was executed in late Q2 pushing mobilization and initiation of the work to Q3. The overall project remains within scope and budget.	1,151,260	1,151,260	46,841	0	0%			
	Environmental Resource Management	Cell 5&6 Gravity Retaining Wall Construction	500,000	-	-	0	0%	Design of Cell 5B was completed in Q2. Procurement of construction services was initiated in Q3. Construction will begin in Q4 and delayed to 2027. The overall project remains within scope and budget.	2,750,000	250,000	-	2,500,000	91%		2027 plan revised; Completion Delayed	
	Environmental Resource Management	Cell 5 Liner Construction	1,500,000	50,000	50,647	(647)	(1%)	Design was completed in Q2. Procurement of construction services was initiated in Q3. Construction will begin in Q4 and completion delayed to 2027. The overall project remains within scope and budget.	6,960,871	3,460,871	97,962	3,500,000	50%		2027 plan revised; Completion Delayed	
	Environmental Resource Management	Sedimentation Pond Relining	150,000	-	-	0	0%	This project is not progressing until after the procurement of construction services. Construction will begin in Q4 and completion delayed to 2027. The overall project remains within scope and budget.	1,000,000	-	-	1,000,000	100%		2027 plan revised; Completion Delayed	
	Environmental Resource Management	North End Wheel Wash	190,021	-	829	(829)	(100%)	Construction procurement costs incurred in Q2. Construction will begin in Q4 and completion delayed to 2027. The overall project remains within scope and budget.	760,082	10,082	829	750,000	99%		2027 plan revised; Completion Delayed	
	Environmental Resource Management	RTF Biogas Tie-In to RNG	150,000	150,000	9,392	140,608	94%	Conceptual design has been completed for the project in Q2. Design will progress throughout Q3 with construction starting in Q4. Construction completion delayed to 2027. The overall project remains within scope and budget.	1,000,000	200,000	25,489	800,000	80%		2027 plan revised; Completion Delayed	
	Environmental Resource Management	Existing Utilities - Relocate for Cell 5	750,000	50,000		50,000	100%	Design was completed in Q2. Procurement of construction services was initiated in Q3. Construction will begin in Q4 and completion delayed to 2027. The overall project remains within scope and budget.	1,150,000	400,000	-	750,000	65%		2027 plan revised; Completion Delayed	
	Climate Action and Adaptation	Regional electric vehicle charging infrastructure	217,222	217,222	194,515	22,707	10%	EV charger installations in Saanich complete, with next batch of chargers going to market in Q3. The overall project remains on time and within scope and budget.	868,886	866,179	508,546	2,707	0%			
Transportation	Regional Parks	Regional Trestle Renewal, Trails Widening and Lighting Project	3,875,000	2,000,000	596,233	1,403,767	70%	Progress continues with design and determination of scheduling, involving coordination with the provincial ministries, local municipalities, utilities and first nations. Detour construction began in Q2. The overall project remains on time and is expected to be completed within scope and budget.	15,500,000	6,295,927	892,160	9,204,073	59%		2027 plan revised; Completion Delayed	2027 plan revised
Facilities	CRD Headquarters	New FOC Building	1,000,000	-	-	0	0%	Project funding is anticipated to be Q3 and Q4; the project is on a revised schedule and remains within scope and budget.	3,000,000	3,000,000	-	0	0%			
	Family Court Building	Detail Design & Replacement of HVAC		28,330	11,665	16,665	59%	Determination of project scope and timing to be finalized in Q3 with limited systems replacement to begin in Q4.	1,090,000	390,000	23,335	700,000	64%	2027 plan revised	2027 plan revised; Completion Delayed	2027 plan revised
Finance and Technology	Information Technology	SAP Migration from ECC to S4 and New Financial Model	622,540	-	-	0	0%	Project to be re-evaluated as the only costs expected to hit the capital project are salaries and wages.	2,490,160	45,444	45,444	2,444,716	98%	2026 to be re-evaluated	2026 to be re-evaluated	2026 to be re-evaluated
	Information Technology	SAP S4HANA Enhancements	646,250	100,000	52,153	47,847	48%	Project initiation timelines continued to align with evolving business priorities and operational demands. SuccessFactors AMS activities during the quarter included release management, system refreshes, and minor system adjustments. Major SAP system improvements, including payment modernization, are planned for 2027 and 2028. No other formal SAP improvement projects were initiated during the quarter as business requirements and priorities continue to be refined. The overall program remains within scope and budget.	2,585,000	300,000	56,501	2,285,000	88%		2027 plan revised; Completion Delayed	

Capital Regional District

2026 - Quarter 2 - Capital Plan Report

Projects Greater than $500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2025 Capital Plan amended and/or 2026 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2025 Capital Plan

CAPITAL PROJECT			QUARTER 2						TOTAL 2026					ANNUAL STATUS OF CAPITAL PROJECT		
Department	**Service Description**	**Capital Project Title**	**Q2 Budget**	**Q2 Forecast**	**Q2 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Q2 Variance Explanation**	**Total 2026 Budget (as per approved budget)**	**Total 2026 Forecast**	**Total 2026 Actuals**	**Forecast Variance $ (over) / under**	**Forecast Variance %**	**Scope**	**Timing**	**Budget**
Land Banking and Housing	Land Banking and Housing	Thuthiqut Hulelum (formerly Forest Homes)	500,000	500,000	323	499,677	100%	Consultant and CM re-engaged in April 2026 to revise project scope. Staff are finalizing the budget, tendering the revised scope, and converting the CM contract to a stipulated sum agreement. Site mobilization is anticipated in October, with construction starting in Q4 2026. The overall project remains within budget.	2,354,096	2,354,096	1,465	(0)	0%	2026 to be re-evaluated	2026 amended	
		Total Projects >$500k	**45,145,189**	**22,691,754**	**18,700,521**	**3,991,233**	**18%**		**200,129,717**	**103,572,875**	**29,309,651**	**96,556,842**	**48%**			
		Total Projects <$500K; Potential Parkland Acquisitions							**76,288,938**							
		Total Projects							**276,418,655**							

*Amended Budget as at May 6, 2026 (Bylaw #4768)

Capital Regional District

2026 - Quarter 2 - Capital Plan Report

Projects Greater than $500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2025 Capital Plan amended and/or 2026 Capital Plan revised
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CAPITAL PROJECT			QUARTER 2						TOTAL 2026					ANNUAL STATUS OF CAPITAL PROJECT		
Department	Service Description	Capital Project Title	Q2 Budget	Q2 Forecast	Q2 Actuals	Forecast Variance $ (over) / under	Forecast Variance %	Q2 Variance Explanation	Total 2026 Budget (as per approved budget)	Total 2026 Forecast	Total 2026 Actuals	Forecast Variance $ (over) / under	Forecast Variance %	Scope	Timing	Budget
CRHD																
			-	-	-	-	0%	No Active CRHD Projects in 2026	-	-	-	0	#DIV/0!			
		Total Projects >$500k	**-**	**-**	**-**	**-**	**-**		**-**	**-**	**-**	**-**	**#DIV/0!**			
		Total Projects <$500K; Capital Grants							**200,000**							
		Total Projects							**200,000**							
CRHC																
Planning & Protective Services	Regional Housing	New Redevelopment Projects	-	-	-	0	0%	Projects on hold pending funding.	3,000,000	3,000,000	-	0	0%			2026 to be re-evaluated
		Swanlea Redevelopment	1,837,863	1,837,863	142,530	1,695,333	92%	Demolition Permit issued in April 2026. Tenant relocation is expected to be completed in Q3, with demolition scheduled to begin in September. A partial Building Permit for relocation of the existing storm main is anticipated in July. Construction is expected to start in Q3. The overall project remains within scope and budget.	15,351,453	15,351,453	1,695,903	(0)	(0%)		2026 to be re-evaluated	
		Caledonia Redevelopment Housing	765,000	768,676	9,784	758,892	99%	Work continues with contractors and consultants to address warranty related deficiencies. The overall project remains on time and within scope and budget.	1,100,000	1,100,000	341,108	(0)	(0%)			
		1800 McKenzie Redevelopment	1,344,232	399,219	394,165	5,054	1%	Development and Building permits expected Q3 with FPA form BC Housing and CRHC Board approval anticipated in December 2026. Project demolition to commence Q1 2027 and construction to start Q2 2027. The project will be completed within scope and on budget.	5,376,929	5,376,929	825,107	(0)	(0%)		2026 to be re-evaluated	
		Campus View Redevelopment	5,111,325	5,111,325	3,994,384	1,116,941	22%	Construction is progressing generally on schedule. Excavation work underway and substructures concrete due to be completed in Sept. 2026. The overall project remains within scope and budget.	20,284,834	20,284,834	6,352,792	(0)	(0%)			
		Village on the Green Redevelopment	7,203,653	7,203,653	4,354,697	2,848,956	40%	Construction is underway and progressing on schedule. Excavation is nearing completion, substructure concrete work underway and wood framing scheduled to being in July 2026. The overall project remains on time and within scope and budget.	34,160,875	34,160,875	6,959,022	0	0%			
		Cedar Hill Library & HSG Redevelopment	8,209,568	8,209,568	4,280,423	3,929,145	48%	Legal and contractual updated April, and the building permit was issued in May . Excavation, shotcrete, and soil anchor installation underway in Q2. The project remains within scope and budget.	24,450,000	24,450,000	4,722,828	0	0%		2026 to be re-evaluated	
		Verdier/Brentwood	3,034,194	3,034,194	1,886,452	1,147,742	38%	Hazardous materials abatement April resulted in a five-week schedule delay. Full demolition was completed in May, enabling excavation and other works including shotcrete to commence. These activities are currently underway and are expected to be completed by late Q3. The overall project remains within scope and on budget.	27,850,096	27,850,096	4,910,681	0	0%		2026 to be re-evaluated	
		Routine Capital	500,000	500,000	831,478	(331,478)	-66%	Work was advanced on 11 buildings across the UOA portfolio , including plumbing, cabinetry, and flooring upgrades. Future project work is being prioritized and phased to align with available budget funding. The overall project remains on time and within scope and budget	2,605,990	2,605,990	1,611,619	(0)	(0%)			
		Total Projects >$500k	**28,005,835**	**27,064,498**	**15,893,913**	**11,170,585**	**41%**		**134,180,177**	**134,180,177**	**26,070,117**	(0)	**0%**			
		Total Projects <$500K							**217,999**							
		Total Projects							**134,398,176**							

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APPENDIX H
PEOPLE, SAFETY & CULTURE TRENDS
OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

Capital Regional District (CRD) Administration provides the Board regular updates on the state of human resources and corporate safety at the CRD as part of the service planning process and through quarterly updates. This report is for Quarter 2, 2026, as metrics details lag given reporting times, and includes industry average trending information over the previous three year period as current year quarter industry metrics are unavailable.

1. ***Workforce Composition and Turnover***

The Chief Administrative Officer submits a Staff Establishment Chart (SEC) annually together with the Financial Plan for consideration of approval by the Board. For 2026, the SEC identifies 862.34 FTE's (826.84 regular ongoing and 35.5 regular term positions. In total, the CRD employed 1,457 employees at the end of Quarter 2, 2026, comprised of 869 regular and 588 auxiliary (casual) staff, with most of the auxiliary staff working in Parks and Recreation such as our recreation centres. In addition, the CRD engages a large number of registered volunteers to assist in the support of many of its services and programs including volunteer fire services and emergency response and support.

Approximately 90% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff is 8.6 years and 45.3 years respectively, and this has been relatively consistent year over year. Turnover rates for the first two quarters are trending below previous years' quarters – approximately 78% of the average of previous years – with retirements accounting for approximately 13% of all employee turnover for this quarter.

Table 1:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2026)*	CRD Annual (Q2, 2026)	CRD Average (Q2, 3-Yr Trend)	Industry Average (Q2, 3-Yr Trend)	*CRD to (Industry) Annual (2025)*
Total Unionized Workforce (all staff)	***Q1: 90.5%*** ***Q2: 88.9%***	***89.7%***	***89.9%***	***81.8%***	*90.1%* *(80.6%)*
Average Length of Service (regular staff)	***Q1: 8.6 years*** ***Q2: 8.5 years***	***8.6 years***	***8.6 years***	***10.8 years***	*8.9 years* *(10.9 years)*

Table 1 (con't):

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2026)*	CRD Annual (Q2, 2026)	CRD Average (Q2, 3-Yr Trend)	Industry Average (Q2, 3-Yr Trend)	*CRD to (Industry) Annual (2025)*
Average Employee Age (regular staff)	***Q1: 45.3 yrs*** ***Q2: 45.3 yrs***	***45.3 years***	***45.3 years***	***46.7 years***	*45.8 years* *(46.8 years)*
Turnover Rate / Retirement Rate (regular staff)	***Q1: 1.3% (0.3% retire.)*** ***Q2:1.5% (0.2% retire.)***	***2.8% (0.5% retirements)***	***3.6% (1.1% retirements)***	***3.9% (1.0% retirements)***	*7.9% (2.1% retirements)* *(7.6% (1.9% retirements))*

2. ***Job Opportunities***

The CRD continues to actively enhance its recruitment strategies and approaches as needed to better attract and retain staff especially in the hard-to-fill market positions, and recruitment strategies form a key aspect of the CRD's People, Safety and Culture Strategic Plan. In 2025, the CRD received 8,233 applications for 513 individual job opportunities, which was significantly greater than those of previous calendar years. To the end of Quarter 2, 2026, the CRD posted 367 job opportunities, many of which are for seasonal opportunities within parks and recreation, and we have received 5,214 applications. As of writing, there are 26 job postings under active recruitment and listed on the CRD's website; 14 of these postings (54%) are for auxiliary/seasonal opportunities primarily in our recreation centres.

Table 2:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2026)*	CRD Annual (Q2, 2026)	CRD Average (Q2, 3-Yr Trend)	Industry Average (Q2, 3-Yr Trend)	*CRD to (Industry) Annual (2025)*
Job Opportunities (all staff)	***Q1: 227*** ***Q2: 140***	***367***	***378***	***N/A***	*412* *(N/A)*
Job Applications Received	***Q1: 2,787*** ***Q2: 2,427***	***5,214***	***N/A***	***N/A***	*8,233* *(N/A)*

Significant workplace onboarding and orientation is undertaken for all new employees. CRD staff attend a regular corporate onboarding session, attended by the CAO, in addition to the workplace orientations and required training programs of their department and work area.

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

With many CRD services an essential service operation, the CRD closely monitors the impact of absenteeism and takes appropriate measures to ensure essential operations are maintained. The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings, and sick leave and safety related leave is closely monitored through our comprehensive leave management programs. Our leave management programs include comprehensive disability management

initiatives aimed at: early intervention through positive and proactive return to work initiatives; ensuring costs of absenteeism are appropriately managed; and proactive healthy workplace measures focused on providing employees with personal tools to keep them healthy.

Typically, sick leave absenteeism rates will be higher in Quarters 1 and 4 of a year given higher levels of cold-and-flus in the community, and this trend has been consistent in 2026 to date.

Table 3:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2026)*	CRD Annual (Q2, 2026)	CRD Average (Q2, 3-Yr Trend)	Industry Average (Q2, 3-Yr Trend)	*CRD to (Industry) Annual (2025)*
Absenteeism (Sick Leave) Rate (regular staff)	***Q1: 5.0%*** ***Q2: 4.4%***	**4.7%**	**4.8%**	**4.8%**	*4.5%* *(4.7%)*

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

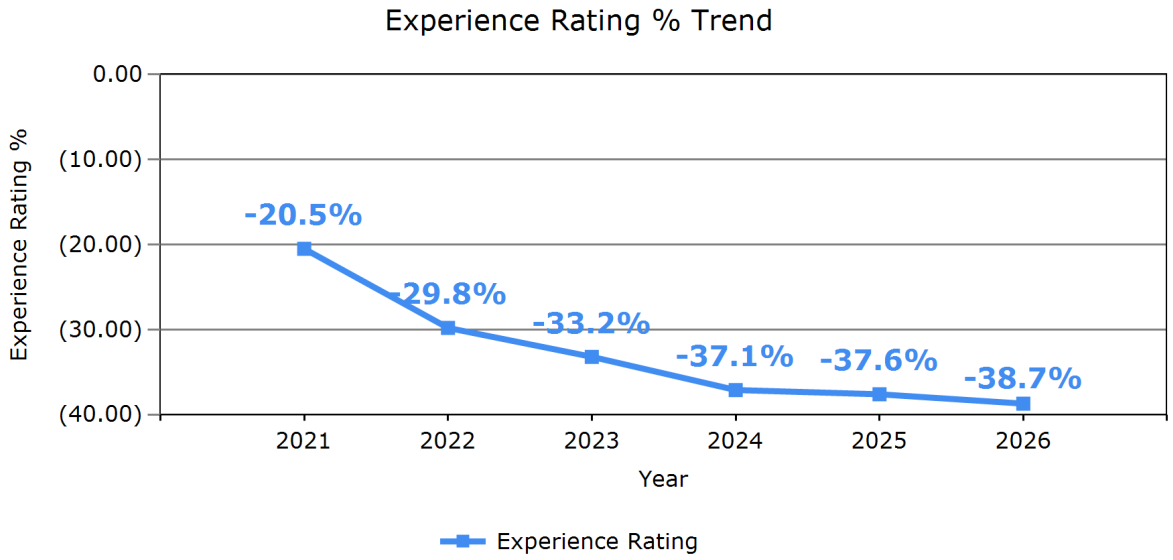
Despite significant increases in WorkSafeBC premiums for the Local Government industry over the past seven years, the CRD's Actual ERA ("Net Rate") remains consistently below the rate for industry as a result of our proactive and diligent safety program. In 2026, the CRD's total Net Rate with WorkSafeBC, inclusive of our industry leading Certificate of Recognition (CoR) certification, is 48.7% below the base rate for the industry, which corresponds to a savings to the CRD of over $1,500,000 in WorkSafeBC premiums for 2026.

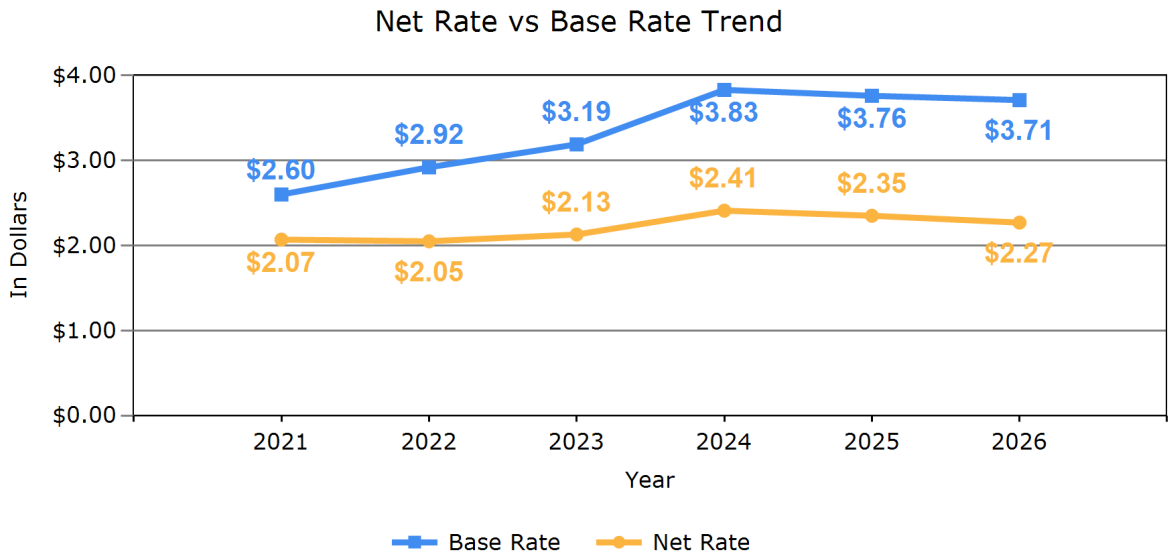
Table 4:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2026)*	CRD Annual (2026)	CRD Average (Q2, 3-Yr Trend)	Industry Annual (2026)	*CRD to (Industry) Annual (2025)*
WorkSafeBC Employer Rate (all staff)	***Q1/2: 2.27% less 10%*** [1]	***2.27% less 10%*** [1]	***2.34% less 10%*** [1]	***3.71%***	*2.35% less 10%* [1] *(3.76%)*

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

Table 5:





4. ***People, Safety and Culture Strategies***

In 2024, the CRD developed and implemented a comprehensive People, Safety & Culture Strategic Plan. Aligning with the Corporate Plan and Board Strategic Priorities and over the next four years, significant focus will be placed on enhancing efforts around our people and culture. Included in the Plan are robust strategies and outcomes around: Equity, Diversity, Inclusion and Accessibility; Organizational Capacity; Talent Excellence; Employee Experience and Recognition; Talent Acquisition; and People, Safety and Culture Excellence. The Plan has sixty-five (65) actions over a four-year period. The CRD remains on track to implement the vast majority of these actions as scheduled, with a very small number having been rescoped given subsequent constraints and other urgent initiatives. A copy of the People, Safety & Culture Strategic Plan is here.

CONCLUSION

The CRD continuously monitors human resource organizational health and proactively modifies and adapts human resource programs and systems where trends may show challenges arising. Overarching to this is the newly implemented People, Safety & Culture Strategic Plan for 2024-2027. While there continues to be no significant concern regarding organizational health trends based on metrics information, the CRD continues to monitor environmental factors affecting the workplace and workforce closely and adapt workplace practices and programs to continue to ensure essential services are maintained.

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **CRD Evolves 2024-2025 Organizational Plan Final Update**

ISSUE SUMMARY

Implementation of the CRD Evolves 2024-2025 organizational plan started in 2025. On April 30, 2025, the CRD Board requested quarterly updates on the plan's implementation and outcomes for one year. The Board received the first quarterly update on July 9, 2025. This is the final progress report.

BACKGROUND

Bylaw No. 3343 Officers, General Managers & Management Staff authorizes the Chief Administrative Officer (CAO) to organize or reorganize departments as necessary to support the efficient and effective administration of the CRD.

In the fall of 2023, the CAO and Executive Leadership Team (ELT) began reviewing organizational effectiveness and capacity across the CRD. This work led to the development of CRD Evolves 2024-2025, an organizational plan designed to strengthen how the CRD works through targeted strategic structural, functional, and service changes. These changes aimed to improve the CRD's ability to support the delivery of regional, sub-regional and local services.

During 2024, seven cross-functional transition teams, composed of staff from impacted areas, developed detailed implementation plans, informed by operational needs and staff expertise. The changes were rolled out in two phases, in January and July 2025.

The changes implemented established several new centres of expertise and shared service functions, strengthened the CRD's approach to asset management, procurement and capital project delivery, improved coordination of services in the electoral areas, and increased consistency in governance, communication and decision-making.

CRD Evolves was largely designed, planned and implemented by CRD staff without the use of external consulting services. By leveraging the knowledge and experience of staff, the organization was able to develop and implement changes tailored to the CRD's unique operating environment as a regional district.

IMPLICATIONS

Service Delivery Implications

The changes were introduced 12-18 months ago and have generally met expectations. Below is a non-exhaustive summary of what was achieved by the transformation across all new or expanded divisions.

Corporate Asset & Maintenance Management (CAMM)

The CAMM division was established to improve efficiency and consistency in corporate asset management and maintenance support functions. The division brought together staff from Corporate Fleet, Regional Parks mechanical services, Asset Management and Maintenance Management into a single division that was focused on delivering integrated systems, shared expertise and support services. By centralizing these functions, CAMM created opportunities to leverage knowledge and resources more effectively and establish a centre of excellence for asset and maintenance management practices and technology.

Since its creation, the division has devoted considerable effort to strengthening the integration between asset management, operations and maintenance functions. This has created opportunities for closer collaboration across several areas, including, for example, warehouse operations and maintenance planning. Another example is the participation in the Canadian Infrastructure Benchmarking Initiative, through which staff were able to work more collaboratively to measure, track and report on service levels, and compare performance with other jurisdictions. This is expected to yield long-term benefits for service delivery and future decision making.

The management team has also been working closely with staff to gradually move from a trades-focused model toward a more service-oriented model. This shift aims to improve collaboration and enable better cross-functional planning. This remains a work in progress.

Within Corporate Fleet, the division successfully restructured several positions and realigned vacant roles to increase the technical capacity available to support organizational needs. These changes contributed to a sustained reduction in maintenance backlogs for both the Corporate Fleet and the Regional Parks fleet. In addition, safety and equipment improvements were implemented at the Mill Hill mechanical shop, helping improve standardization across all fleet locations. Bringing these fleet responsibilities together under a single division has also fostered more innovation, with staff actively identifying new ideas and suggestions for service improvements that will benefit both fleet operations and CRD staff who rely on fleet services.

Looking to the future, CAMM focus will be strengthening and streamlining documentation, implementing improved processes, developing role-based handbooks and training materials, and advancing key enterprise asset management system initiatives. These resources will ensure staff have the knowledge and tools required to effectively use the systems available and apply best practices. One significant future change planned will be the establishment of a dedicated reliability function. This new function will focus on identifying reliability issues before they result in service disruption and help maximize asset availability and reliability.

Corporate Capital Project Delivery Services (CCPDS)

The CCPDS division was established by integrating staff from Engineering Services from Parks, Recreation & Environmental Services, and Capital Projects from Infrastructure & Water Services (IWS). The division was created to provide a multi-disciplinary capital project delivery team that offers advice, support and, where appropriate, assumes responsibility for delivering large-scale, high-risk or complex capital projects. CCPDS was also mandated to establish standardized and streamlined processes to improve consistency in capital project delivery across the CRD.

The division was formally established in July 2025, although some transitional changes were

implemented earlier. The 2027 capital planning cycle was the first to be fully supported by CCPD's new approach. Key improvements included enhanced capital planning support for operational staff, a standardized intake and evaluation process to determine the most appropriate delivery model and a simplified project approval process for General Managers. To support these changes, CCPDS developed tiered service levels that clearly define when and how the central project team will be involved. Additional information is now also documented in capital plans to improve transparency and accountability.

Looking to the future, CCPDS will continue to refine these processes while advancing additional improvements. One key initiative underway is the development of 'Project Hub', an internally developed platform that will provide standardized processes, templates, forms, records management, and file naming convention. Following completion of the proof of concept, the long-term vision is to make Project Hub available to all CRD staff to support consistent and efficient project delivery across the organization.

Corporate Communications & Engagement (CCE)

Most Communications Coordinators who had previously been embedded within individual divisions were consolidated into the CCE division in January 2025 to centralize communications oversight and strengthen the organization's ability to communicate in a way that is strategic and aligned with broader organizational goals. The new structure was designed to improve the coordination and delivery of communication across the CRD, ensuring service and program information is communicated effectively through the channels available. The division's key objectives included improving alignment and consistency between internal and internal communications, creating a structure that supports growing organizational needs and career development opportunities, and enhancing capacity and capabilities.

This transition involved bringing together staff from many divisions into a single corporate function. While significant change was required, the new structure has enabled a more strategic and coordinated approach to communication and planning and delivery. By integrating communications expertise earlier in the development of projects and initiatives, staff are now better positioned to provide strategic advice that informs planning, decision-making and implementation from the outset. The centralized model has also improved consistency in communication standards and practices across the organization.

Over the past 18 months, the management team has invested considerable effort in aligning roles and responsibilities, updating job descriptions, and reviewing compensation levels to establish greater consistency across comparable positions. The division has also developed annual service-specific communication workplans to ensure visibility and clear accountability to services.

Looking to the future, CCE will continue to refine its service delivery model and identify opportunities to leverage existing capacity more effectively to address emerging priorities and gaps. The division is also exploring further operational and funding model improvements to enhance how communication services are delivered across the organization and to ensure a sustainable and equitable approach to cost recovery. These improvements will help ensure that any future investments in capacity are deployed in a strategic manner that supports the areas of greatest need.

Electoral Area Services

In July 2025, the CRD consolidated most electoral area services under a single General Manager by transferring five divisions and their staff into the newly established Electoral Area Services department. The department was created to provide a more coordinated and consistent approach to local government service delivery while tailoring services to the unique needs and interests of the residents of the CRD's three electoral areas.

The new structure was intended to improve coordination, integration, efficiency and standardization across services, while preserving each electoral areas' identity and community connections. It also established a single executive-level point of contact for elected officials, improving communication and accountability.

Following the appointment of a new General Manager, during its first six months, the department focused on maintaining operational continuity while assessing service gaps, overlaps and opportunities for improvements. Several initiatives were undertaken during this period. Building Inspection completed a comprehensive service review and implemented a new service delivery model to reduce processing time for permits and public information requests. The department also assumed responsibility for several local area water and wastewater services, previously managed by IWS. Efforts focused on strengthening operations, staffing and succession planning as well as developing asset management plans to improve business continuity and service delivery. IWS staff continue to provide specialized support where required, with additional service transfers anticipated in future years. Other divisions in the department increased collaboration on cost-cutting initiatives (e.g. economic sustainability, community parks and recreation, transportation, water conservation) and on coordinating advocacy efforts to present a more unified perspective.

During the latter six months, the department's focus shifted from only operational tasks and commenced some long-term strategic planning. At both the service and departmental levels, strategic planning efforts are being used to identify long-term improvements and integration opportunities within and across the communities served by the department.

Procurement

Responsibilities for procurement and purchasing resources for IWS were consolidated in a new Procurement section within the Financial Services division. The section was established to create a consistent organization-wide approach to managing operational procurement through common processes, governance, and access to procurement expertise. The integration of purchasing resources represented an important first step towards the long-term vision of coordinated and standardized procurement across the CRD. The section's key objectives included streamlining procurement processes, leveraging specialized expertise to improve value for money, reducing risks and strengthening quality assurance.

The section was formally established with the recruitment of a new Manager, Procurement. Since joining the CRD, the Manager has helped identify cost savings opportunities while reducing supply chain, operational and project delivery risks through the application of strategic sourcing practices and procurement expertise. In addition, a comprehensive review of the CRD's existing procurement practices was undertaken, leading to the introduction of more standardized procurement lifecycle processes, tools, templates, training resources and records management

practices. While the section includes dedicated purchasers for IWS and Parks, Recreation and Environmental Services, which the latter position created in 2026 through the repurposing of a vacant role, the Manager also provides advisory services across the entire organization to promote consistent procurement practices in areas that do not have dedicated procurement support.

Looking to the future, the section focus will be on advancing procurement maturity and building a more coordinated procurement function across the organization. This includes establishing a centralized procurement advisory service to support all departments, continuing the modernization of the procurement policy, templates and support documentation, and expanding the adoption of standardized procurement processes. A key milestone will be supporting the Executive Leadership Team in determining the CRD's preferred procurement model and implementing the systems, governance and practices required to support that framework.

Legislative Services

The Legislative Services division's scope of responsibilities expanded significantly following the transition of meeting management functions previously administered by IWS, increasing the number of committees and commissions supported from 13 to 25. This work is now supported by a staffing complement of 6.0 FTEs, including 1.0 FTE transferred from IWS in 2025 and a new 1.0 FTE Deputy Corporate Officer position in 2026, which was filled through the reallocation of an existing vacancy.

The division's purpose is to facilitate the transparent conduct of the Board, Committees and Commissions to enable informed decision-making, uphold the principles of democratic Governance and foster public engagement. Through CRD Evolves, the team was empowered to identify and implement improvement to meeting management practices to enhance efficiency, increase consistency and establish professional standards for the organization.

As a result, several improvements have already been made. These include combining the First Nations Relations and Governance Committee to better balance the meetings schedule. The division also streamlined the governance framework for Water Advisory Committee by repealing its bylaw and updating its terms of reference. Legislative service has identified additional opportunities to improve governance and administration of committees and commissions, including reviewing appointment processes, modernizing bylaws, and consolidating advisory bodies where appropriate. These opportunities will continue to be evaluated and implemented in a phased manner, when capacity permits and where there is support from interest holders for the changes.

Real Estate & Facilities Management

The Real Estate & Facilities Management division was created by integrating staff from the Real Estate Services and Facilities Management divisions. The primary objective was to strengthen the connection between real estate planning, facility operations and workplace strategy, enabling a more coordinated approach to space planning and long-term decisions regarding CRD facilities. Compared to other CRD Evolves initiatives, this transition involved relatively limited operational changes, with most services continuing to be delivered in a similar manner. The division was also transferred to the Corporate Services department to reinforce its role as a corporate service provider and ensure consistent support across the organization.

Since the integration of the two functions, the division has advanced discussions with the Executive Leadership Team regarding a long-term vision and strategy for CRD facilities. This work is ongoing and will inform future investment and space utilization decisions. Operationally, the Facilities Management function has expanded its service portfolio to include 479 Island Highway and several other smaller facilities while continuing to support staff relocations and workspace reconfigurations to accommodate evolving organizational needs. The division also worked closely with the newly created CCPDS team to develop a coordinated approach to asset planning and maintenance scheduling for new facilities.

Looking to the future, the Real Estate & Facilities Management team will continue its work on long-term facilities planning through deeper engagement with internal interest holders and leadership. The division will also prepare for an expanded scope of responsibilities with the commissioning of the Field Operations Centre in 2027.

Financial Implications

To support financial accountability, the ELT directed transition teams to monitor implementation-related expenditures associated with CRD Evolves. Total direct costs incurred have been approximately $104,000 for training, equipment upgrades, team building training, and targeted professional services. Costs associated with normal operations, including staff time, were excluded. All implementation costs were accommodated within existing divisional budgets.

CONCLUSION

CRD Evolves 2024-2025 was developed by the ELT to strengthen organizational capacity and improve the delivery of several corporate services across the CRD. Following the development of detailed plans in 2024, organizational changes were successfully implemented in January and July 2025 and have generally achieved their intended objectives. The initiative established new centres of expertise and shared service functions, and improved organizational coordination and standardization. With the implementation phase complete and the new organizational structure now established, ongoing monitoring and continuous improvement will transition from quarterly Board updates to the annual service planning process.

RECOMMENDATION

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

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

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Board Orientation and Strategic Planning Process 2027-2030**

ISSUE SUMMARY

To support a successful transition to the 2027-2030 term of office, the incoming Capital Regional District (CRD) Board of Directors will participate in a Board orientation and strategic planning process starting in fall 2026. This report outlines the planned program, objectives and timing of these activities.

BACKGROUND

The 2026 General Local Election is taking place on October 17, 2026. The inaugural CRD Board (Board) meeting is scheduled for November 18, 2026, at which time the new Board of Directors will be sworn in, and the new Board Chairs and Vice-Chairs will be elected. Municipal appointments to the Board are expected to occur at Municipal Council inaugural meetings scheduled to take place within the first 10 days of November.

To support a successful transition to the new Board, the CRD will deliver five orientation sessions between November 10 and December 16, 2026, including one session specifically tailored to the Electoral Area Directors. These sessions are intended to provide Directors with a foundational understanding of regional district governance, legislated responsibilities, and the CRD's broad range of services, programs, capital projects and initiatives.

Following orientation, the Board will undertake a strategic planning process to establish priorities for the 2027-2030 term. This process will be facilitated by Spur Communication, a Vancouver-based strategic planning and facilitation firm. Two in-person strategic planning workshops have been scheduled for January 20 and March 17, 2027. A prioritization survey may also be conducted between sessions to inform discussions and support priority development. Recognizing the CRD's unique governance and service delivery responsibilities in the electoral areas, a dedicated workshop for the Electoral Area Directors will also be scheduled in January 2027.

As part of the strategic planning process, Directors will be invited to identify and discuss the region's most significant opportunities and challenges, the outcome they wish to achieve during the term, and the role the CRD can play in advancing regional solutions. To be effective, Board priorities should be:

- Meaningful and actionable;
- Regionally in scope and impact;
- Within the CRD's authority and mandate; and
- Consistent with existing regional and corporate strategies.

It is anticipated that the Board will approve its strategic priorities on April 14, 2027, at the regularly scheduled Board meeting. Staff will then develop the CRD 2027-2030 Corporate Plan, which will align organizational resources with the Board's new priorities and identify key initiatives to be advanced during the four-year term.

Changes from the 2022 Orientation and Strategic Planning Process
During the Board Governance Effectiveness check-in discussion, which took place on April 29, 2026, Directors noted that the 2022 orientation and strategic planning process felt compressed for new Board members. In response, the proposed 2026-2027 program includes an additional half-day orientation and postpones strategic planning activities until after the winter break.

These changes are intended to provide Directors with additional time to become familiar with the CRD's services, governance structure, existing strategies and current initiatives before undertaking priority-setting discussion. It is hoped that the revised approach will improve the experience for Directors and support a more informed and effective process.

IMPLICATIONS

Financial Implications
A budget of $104,000, allocated over two fiscal years, has been approved in the financial plan to support this work. This budget will fund event logistics such as catering, consulting contract costs, facility rentals, and the development of communications materials, including the publication of the Board Priorities and the CRD Corporate Plan.

Intergovernmental Implications
CRD staff will reach out to the Legislative Services offices of each municipality to ensure the dates outlined in Appendix A have been secured in their respective schedule to support Board Orientation and Strategic Planning.

Alignment with Existing Plans & Strategies
Over the current Board term, the Board has approved several significant regional and sub-regional strategies, including the Regional Water Supply Strategic Plan, the CRHC 2045: "A Path to 5,000" Framework, the Reconciliation Action Plan and the renewed Climate Action Strategy. These plans provide long-term direction for key services and infrastructure while responding to evolving regional trends, including population growth, changing service demand, and emerging environmental challenges.

As these strategic plans extend beyond the current Board term, they will continue to guide service delivery, investment decisions and organizational planning, unless they are amended by the incoming Board. The priorities established by the new Board will be considered along these approved strategies to help ensure that the CRD's planning efforts and resource allocation remain aligned with both the long-term regional objectives and the Board direction for the 2027-2030 term. This approach supports continuity while providing the new Board with the opportunity to refine the direction, as required.

CONCLUSION

Following the General Local Elections, held every four years in British Columbia, the CRD delivers a Board orientation program to support newly appointed and returning Directors in understanding regional district governance, organizational responsibilities and the services provided across the region. Orientation is followed by a strategic planning process through which Board directors identify their priorities for the four-year term. Together, these processes help position the Board for success by establishing a shared understanding of the organization and setting a clear strategic direction for the CRD's activities over the next four years.

RECOMMENDATION

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

Submitted by:	Fran Lopez, Manager, Strategic Planning
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Schedule for 2026-2027 Board Orientation & Strategic Planning

Appendix A: Schedule for 2026-2027 Board Orientation & Strategic Planning

This schedule provides an overview of the Capital Regional District (CRD) Board orientation and strategic planning events, as well as related CRD, Capital Region Housing Corporation (CRHC) and Capital Regional Hospital District (CRHD) Board meetings scheduled from fall 2026 to spring 2027. Commission and Committee meetings are not included.

Important: Please hold all Wednesdays for CRD Business

Date	Activity	Location
17 October 2026	**General Election Day**	Not applicable
21 & 28 October 2026	**Joint Council Regional Orientation Sessions** Hosted by Township of Esquimalt	Wardroom, CFB Esquimalt
1-10 November 2026	**Inaugural Council meetings** Appointment of CRD Directors and Alternates	Not applicable
10 November 2026	**Electoral Area Director Orientation (AM)**	Fisgard
18 November 2026	**Board Orientation Session A: Roles & Responsibilities (AM)**	Fisgard
18 November 2026	**CRD Board Photography** Individual portraits 8:00–9:00 am, group photography at 12:00 pm	Fisgard
18 November 2026	**Inaugural CRHC, CRHD and CRD Board meetings at 1:00 pm** Swearing in of new CRD Board and Alternates, election of Chairs and Vice-Chairs	Fisgard
25 November 2026	**Board Orientation Session B: Operations & Administration (AM)**	Fisgard

Date	Activity	Location
2 December 2026	**Board Orientation Session C: CRD Services & Major Projects (AM)**	Fisgard
2 December 2026	**CRHC Service Orientation (12:00–1:00 pm)**	Fisgard
9 December 2026	**CRHC, CRHD and CRD Board meetings at 12:00 pm** Confirmation of appointment of directors to Committees & Commissions	Fisgard
16 December 2026	**Board Orientation Session D: Introduction to Corporate Planning and Regional Strategies (AM)**	Fisgard
6 January 2027	**Electoral Area Directors Strategic Planning Session**	Fisgard
20 January 2027	**Board Strategic Planning Session 1 (AM)** Objectives exploration	Fisgard
17 March 2027	**Board Strategic Planning Session 2 (AM)** Prioritization	Fisgard
17 March 2027	**CRHC, CRHD and CRD Board meetings at 12:00 pm**	Fisgard
April 2027	**Standing Committees resume regular business** Each Committee's inaugural meeting will begin with a briefing on the services it oversees, and all Directors are encouraged to attend	See 2027 meeting schedule
14 April 2027	**CRHC, CRHD and CRD Board meetings at 12:00 pm** Adoption of 2027-2030 Board Strategic Priorities	Fisgard
12 May 2027	**CRHC, CRHD and CRD Board meetings at 12:00 pm** Finalization of the CRD 2027-2030 Corporate Plan	Fisgard
Spring 2027	**CRD Site Tours** Details will be released closer to the time	To be confirmed

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ERM26-42

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Bylaw No. 4785 - Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013, Amendment Bylaw No. 8, 2026**

ISSUE SUMMARY

To amend Hartland Landfill's tipping fees and regulation framework to improve cost recovery, maintain diversion practices and modernize policies.

BACKGROUND

In September 2026, the Capital Regional District (CRD) Board directed staff to prepare amendments to Bylaw No. 3881, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013," to adjust tipping fee rates for divertible material streams through to 2028, and to enable the ability to surcharge any material arriving from outside the region.

In addition to these adjustments, staff have proposed updates to the fees that were set for high-risk international waste in 2022, as well as other minor updates to improve clarity and alignment with current operations.

DISCUSSION

Tipping Fees for Diverted Materials

Increasing volumes of wood, asphalt shingles and other divertible materials are being brought to Hartland Landfill for processing, with the cost of these new diversion programs being subsidized, since 2024, by general refuse tipping fees. The proposed tipping fee amendments will improve cost recovery for these programs while also maintaining a wide enough price differential to continue incentivizing source separation.

Table 1.1: Proposed Tipping Fees for Diverted Materials - Per Tonne

Material	Current	2027	2028
*General Refuse**	$160	$165	$170
Asphalt Shingles	$110	$160	$205
Clean Wood	$80	$95	$110
Treated Wood	$110	$150	$155
Kitchen Scraps	$140	$140	$140
Yard and Garden Waste	$59	$65	$70

** The CRD Board approved 2027 and 2028 increases to the general refuse tipping fee rate in July 2025.*

By 2028, asphalt shingles are the only waste type that will be received at a higher rate than general refuse, reflecting its cost to haul and process for recycling. Due to a landfill ban, this material cannot be disposed of as general refuse. Any loads contaminated with asphalt shingles will be ticketed, resulting in a higher total cost of disposal than the proposed 2028 rate.

All other waste types will increase in alignment with the rising costs associated with managing these materials, while the fee for kitchen scraps will remain the same through 2028. Recovery costs are currently supported by this existing rate and staff anticipate that consistent enforcement of the landfill ban for organics will incentivize better source separation for this material stream.

International Waste

Under the *International Waste Directive*, a federal policy, Hartland Landfill is required to accept international waste from ports and other points of entry in the capital region. In July 2022, the Board increased the tipping fee rate for high-risk international waste from $157 to $500 per tonne to encourage additional recycling and diversion efforts. To comply with federal requirements, high-risk international waste requires approximately 3.1 times more landfill airspace than general refuse. At the time, the 2022 rate was calculated based on $340 per tonne for airspace consumption, plus an additional $160 per tonne to cover the incremental operational costs associated with managing this waste stream.

Using this same methodology adjusted for current rates, staff propose amending the tipping fee for high-risk international waste to $725 per tonne beginning on January 1, 2028, to give the generators of this material over one years' notice to plan for higher waste disposal costs.

Other Amendments

This proposed bylaw amendment includes several other changes to improve clarity, consistency and alignment with evolving operational requirements. These changes include:

- introducing provisions to better identify and discourage out-of-region waste that may be arriving at Hartland Landfill, including a surcharge of $350/tonne;
- removing the hauler incentive discount that concludes on December 31, 2026;
- aligning mattress and commercial demolition waste fees with the general refuse rate;
- standardizing terminology for clean renovation and demolition waste;
- clarifying definitions so that the bylaw distinguishes between tires managed through extended producer responsibility programs and tire rims that are managed separately;
- updating soil and hazardous waste definitions to reflect current provincial regulations; and
- removing obsolete references to materials that Hartland is not authorized to accept.

NEXT STEPS

Following the implementation of tipping fee adjustments for divertible materials in 2027 and 2028, staff will evaluate the performance of these changes to ensure that both diversion practices and compliance with landfill bans have been maintained. Staff will develop and propose an inflationary indexation formula for the overall tipping fee schedule to take effect in January 2029, reducing the need for bylaw amendments for routine cost-recovery adjustments in the future.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4785, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013, Amendment Bylaw No. 8, 2026" be read a first, second and third time; and
2. That Bylaw No. 4785 be adopted.

Alternative 2

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

Discrete tipping fee adjustments for divertible material streams support Strategy 15A of the CRD's Solid Waste Management Plan (SWMP), which commits the CRD to periodically review tipping fees to ensure they incentivize waste diversion activities and maintain the financial sustainability of the solid waste service.

Financial Implications

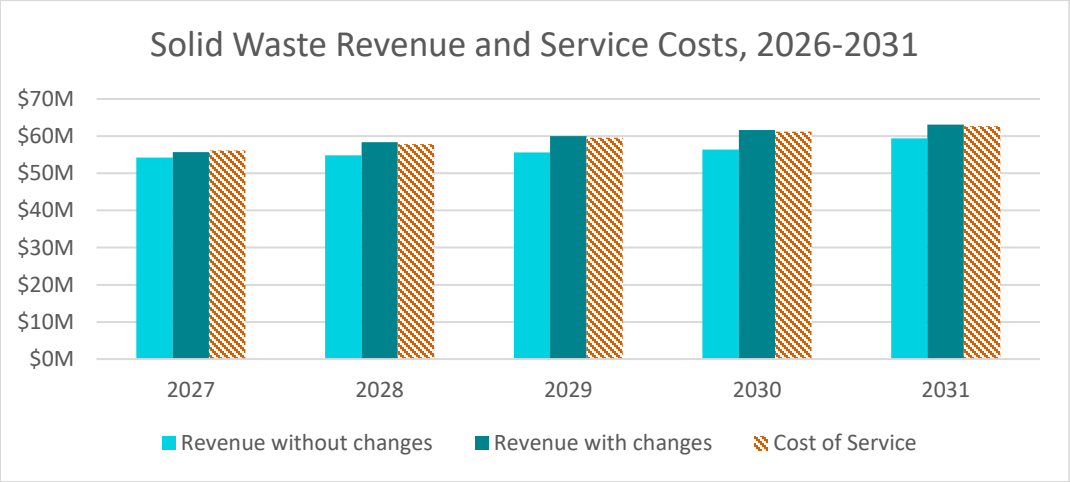
Based on current disposal trends, these proposed tipping fee amendments are expected to increase annual revenue by up to $3 million in 2027 and $4.4 million in 2028.

Table 1.2: Tipping Fee Adjustments with Forecasted Revenue Change

Material		2026 ($)	Adjustments		2026 Estimated Revenue	Projected Incremental Revenue (from 2026 baseline)	
			2027 ($)	2028 ($)		2027 ($)	2028 ($)
Diverted streams	Asphalt Shingles	110	160	205	880,000	400,000	760,000
	Clean Wood	80	95	110	96,000	18,000	36,000
	Treated Wood	110	150	155	2,200,000	800,000	900,000
	Kitchen Scraps	140	140	140	2,520,000	0	0
	Yard + Garden Waste	59	65	70	132,750	13,500	24,750
Collector Incentive Ending		(15)	0	0	0	1,776,000	1,752,000
International Waste (High-Risk)		500	500	725	2,125,000	0	956,250
TOTAL:		**7,953,750**				**3,007,500**	**4,429,000**

Without these proposed tipping fee adjustments, staff expect that solid waste service costs will exceed operating revenues as early as 2027. Figure 1.1 below forecasts budget projections to 2031 with and without these proposed fee adjustments incorporated.

Figure 1.1: Solid Waste Revenue and Service Costs



The CRD's solid waste service has the option to fund its activities—from reuse education to recycling to residuals management—through three revenue sources: user-pay tipping fees, commercial revenues and tax requisition. In 2021, tipping fees made up 70% of the service's revenue. Due to a focus on new recovery initiatives, tipping fees now make up just over 50% of annual revenue, reducing the service's vulnerability to variable tonnage rates as these new funding sources mature. To date, the CRD has not needed to consider tax requisition to fund the solid waste service.

The inclusion of a discretionary surcharge of $350/tonne for waste arriving from out-of-region is not a shift in policy to accept this material at Hartland Landfill. Rather, this proposed amendment acknowledges that such material may arrive at the facility and establishes a clear process and price signal to discourage waste migration across the island.

Environmental Implications

These proposed amendments support continued progress towards SWMP reduction and diversion objectives by keeping source separation financially beneficial for banned and divertible materials. Construction and demolition material bans, including wood and asphalt shingles, have led to a substantial reduction in waste disposal per capita since 2023. The proposed rates for 2027 and 2028 maintain the economic incentive to keep these materials circulating in the economy as recycled products.

Operational Implications

Implementation of these amendments will require updates to scale software, public-facing fee information, hauler communications, signage, staff procedures and ticketing materials before new tipping fee rates are effective January 1, 2027. Staff will monitor tonnage, contamination, load-origin information, enforcement activity and revenue performance after implementation to determine whether further adjustments are needed through future tipping fee reviews.

CONCLUSION

The proposed bylaw amendments update Hartland Landfill's tipping fee and regulatory framework to better reflect current financial, operational, policy and technical considerations. The amendments advance cost recovery, support diversion and landfill capacity management, strengthen out-of-region and international waste provisions, improve enforcement tools and modernize bylaw language.

RECOMMENDATION

1. That Bylaw No. 4785, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013, Amendment Bylaw No. 8, 2026" be read a first, second and third time; and
2. That Bylaw No. 4785 be adopted.

Submitted by:	Melanie Tromp Hoover, Manager, Policy & Planning, Environmental Resource Management
Concurrence:	Rory Tooke, PhD, Acting General Manager, Parks, Recreation & Environmental 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. 4785, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013, Amendment Bylaw No. 8, 2026"
Appendix B: Bylaw No. 3881, "Hartland Tipping Fee and Regulation Bylaw No. 6, 2024", Redlined Consolidation

APPENDIX A

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4785

****

A BYLAW TO AMEND THE HARTLAND LANDFILL TIPPING FEE AND REGULATION BYLAW (BYLAW NO. 3881)

****

WHEREAS:

A. Under Bylaw No. 3881, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013", the Regional Board established fees and regulations for the operations of the Hartland Landfill;

B. The Board wishes to amend Bylaw No. 3881 to update the disposal cost for diverted materials on an annual basis, up to and including 2028 to better reflect operational costs and to keep pace with inflation, and to update definitions and rates for various materials to better represent operational needs and practices;

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

1. Bylaw No. 3881, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013", is hereby amended as follows:

   a) In Section 1, 'Definitions', by replacing the definitions of "Asphalt Roofing Shingles", "Clean Soil", "Commercial Load", "Contaminated Soil", "Hazardous Waste", International Waste", and "Surface Coating Waste" with the following:

      "Asphalt Roofing Shingles" means roofing shingles composed of a felt mat saturated with asphalt, with small rock granules added, including torch on and roll-on roofing but does not include tar and gravel roofing or built-up roofing systems.

      "Clean Soil" means unconsolidated mineral or organic material, rock, fill, and sediment deposited on land, with substance concentrations not exceeding those listed in the BC Contaminated Sites Regulation Schedule 3.1 numerical soil standards for industrial land use or the Schedule 3.3 generic numerical vapour standards for industrial land use.

      "Commercial Load" means Clean Renovation and Demolition Waste to be Disposed of at the Disposal Site brought into the Disposal Site in a Vehicle with a gross vehicle weight greater than 5,500 kg, including the weight of the Clean Renovation and Demolition Waste.

      "Contaminated Soil" means unconsolidated mineral or organic material, rock, fill, and sediment deposited on land, with substance concentrations exceeding those listed in the BC Contaminated Sites Regulation Schedule 3.1 numerical soil standards for industrial land use and/or the Schedule 3.3 generic numerical vapour standards for industrial land use but which is not Hazardous Waste under the BC Hazardous Waste Regulation.

"Hazardous Waste" means any waste defined as a Hazardous Waste under the BC Hazardous Waste Regulation.

"International Waste" means any item, material, or load that is defined as International Waste, and identified as High Risk, under the International Waste Directive or as identified by the Canadian Food Inspection Agency and/or the Canadian Border Services Agency.

"Surface Coating Waste" means stucco, plaster, or other unconsolidated or similar material coated with substances (e.g., lead based paint) that may present a respiratory hazard due to the presence of lead particulate or be classified as Hazardous Waste due to leachability of substances present. This can also include paint chips, hull coatings and spent sandblast media generated from scraping, power washing or sandblasting from, but not limited to, ships, boats, cars, buildings, bridges and storage tanks.

b) In Section 1, 'Definitions' by deleting the following definitions in their entirety:

"Hauler Incentive Rate" means a reduced tipping rate available for private and municipal haulers who conform to the requirements of the hauler incentive program.

"International High Risk Cruise Ship Waste" means any item, material, or load originating from a Cruise Ship that is identified as High Risk Material by Canadian Border Services Agency and/or the Canadian Food Inspection Agency.

"Knotweed" means Japanese knotweed (Follopia japonica), Himalayan knotweed (Persicaria wallichi), giant knotweed (Fallopia sachalinensis), and bohemian knotweed (Fallopian x bohemica) plants including stems, seeds, and rhizome fragments.

"Uncontaminated Demolition Waste" means material that results from the demolition of all or part of a building or a structure that does not contain Surface Coating Waste, Hazardous Waste, Prohibited Waste, Mandatory Recyclable Materials, or an Extended Producer Responsibility Product.

c) In section 2.3, by inserting the following after the words 'outside the Capital Regional District.':

Capital Regional District staff may:

(a) require that any person disposing Solid Waste at the Disposal Site must provide an attestation to the origin of their load; and
(b) charge an additional fee for any waste deemed to be Out-of-Region waste.

d) In section 2.26, by replacing the word 'Uncontaminated', with 'Clean Renovation and'.

e) In Schedule "B", section 1, by inserting the following as subsections 1.2 through 1.7:

1.2 Individuals must remain in a Vehicle when waiting at the scales.

1.3 Individuals must remain in a Vehicle when on roads, whether in transit or stationary.

1.4 Individuals must use a Vehicle for travel between different areas of the Disposal Site.

1.5 Where sections 1.1, 1.2, 1.3., or 1.4 are contravened, CRD staff may request the individual or the Vehicle's operator immediately depart the Disposal Site and remove the Vehicle, and such individual shall immediately comply. Failure to do so is an offence.

1.6 Where the individual is unable to comply by way of exiting the site safely in a Vehicle, individuals may be escorted off the property by CRD staff.

1.7 Where the Vehicle is unable to leave the property under its own power, CRD may tow and may recover the actual costs of towing from the Vehicle's owner.

f) In Schedule "B", by replacing section 4.2 in its entirety with:

4.2 Individuals under the age of 18, except when attending an event or education program supervised by CRD staff, must remain inside a Vehicle at the Disposal Site, excepting at the Public Drop Off Area, where they must be attended by a parent or guardian at all times and must remain within arms-reach.

g) In Schedule "B", by replacing section 4.6 in its entirety with:

4.6 No person shall enter or remain in the Disposal Site unless wearing closed-toe footwear and otherwise complying with all posted safety requirements and staff directions.

h) In Schedule "B", section 4.8, by inserting 'or the Material Diversion Transfer Station' after 'the Active Face'.

i) By deleting Schedule "C" in its entirety and replacing it with Schedule "C" attached to this bylaw.

j) In Schedule "D", by inserting the term 'Contaminated Soil' in alphabetical order and re-alphabetizing the remaining sections.

k) In Schedule "E", by replacing 'Commercial Load of Uncontaminated Demolition Waste' with 'Commercial Load' and updating the Disposal Fee to $165 per tonne, effective January 1, 2027.

l) In Schedule "E", by inserting a Disposal Fee of $170 per tonne for 'Commercial Load', effective January 1, 2028.

m) In Schedule "E", by deleting 'Contaminated Gypsum Board or Wallboard originating outside the CRD' and 'Contaminated Soil' from the list Controlled Waste disposal fees.

n) In Schedule "E", by replacing ‘International High Risk Cruise Ship Waste’ with ‘International Waste’ and updating the Disposal Fee to $725 per tonne, effective January 1, 2028.

o) In Schedule "E", by replacing ‘Knotweed’ with ‘Noxious Weeds’.

p) In Schedule "F", ‘Mandatory Recyclable Materials’, by inserting ‘Kitchen Scraps’ to the end of the list.

q) In Schedule "F", ‘Volunteer Recyclable Material’, by inserting ‘Non-EPR’ before ‘Rigid plastic containers’.

2. This bylaw may be cited for all purposes as “Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013, Amendment Bylaw No. 8, 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 "C"

TIPPING FEES

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3881

FEES

The fees for depositing solid waste at the Disposal Site are:

Waste Type	Disposal Site Designated Location	Tipping Fee (per tonne)	Other Fees	Minimum Tipping Fee
Asbestos Containing Material	As directed by CRD staff	$214		$20
Asphalt Roofing Shingles (effective January 1, 2027)	Public Drop Off Area	$160	$10 bin fee	
Asphalt Roofing Shingles (effective January 1, 2027)	As directed by CRD staff	$160		$10
Asphalt Roofing Shingles (effective January 1, 2028)	Public Drop Off Area	$205	$10 bin fee	
Asphalt Roofing Shingles (effective January 1, 2028)	As directed by CRD staff	$205		$10
Bicycle tires and tubes	Public Drop Off Area	No fee	$6 recycling area entry fee	No fee
Bulky Waste	Active Face	$254		$10
Clean Renovation and Demolition Waste (effective January 1, 2027)	Public Drop Off Area	$165	$10 bin fee	
Clean Renovation and Demolition Waste (effective January 1, 2027)	As directed by CRD staff	$165		$10
Clean Renovation and Demolition Waste (effective January 1, 2028)	Public Drop Off Area	$170	$10 bin fee	
Clean Renovation and Demolition Waste (effective January 1, 2028)	As directed by CRD staff	$170		$10
Clean Wood Waste (effective January 1, 2027)	Public Drop off Area	$95	$10 bin fee	
Clean Wood Waste (effective January 1, 2027)	As directed by CRD staff	~~$~~95		$10
Clean Wood Waste (effective January 1, 2028)	Public Drop off Area	$110	$10 bin fee	
Clean Wood Waste (effective January 1, 2028)	As directed by CRD staff	$110		$10
Controlled Waste	As directed by CRD staff	As listed in Schedule “E”		$20
Cooking oil and grease	Public Drop Off Area	No fee		No fee

Waste Type	Disposal Site Designated Location	Tipping Fee (per tonne)	Other Fees	Minimum Tipping Fee
Extended Producer Responsibility Product listed in Schedule "G" (excluding tires on rims)	Public Drop Off Area	No fee		No fee
Tires with rims	Public Drop Off Area	No fee	$6 per tire with rims	No fee
Household Hazardous Waste	Public Drop Off Area	No fee		No fee
Kitchen Scraps	Kitchen Scraps Transfer Station	$140		
Mattresses and boxsprings	Public Drop Off Area	Refuse Tipping Rate	$10 bin fee $5 surcharge	
Propane tanks and fire extinguishers	Public Drop Off Area	No fee		No fee
Recyclable Material excluding Scrap Metal, mattresses and boxsprings, Yard and Garden Material and Clean Wood Waste (by non-commercial hauler)	Public Drop Off Area	No fee	$6 recycling area entry fee	No fee
Recyclable Material excluding Scrap Metal, mattresses and boxsprings, Yard and Garden Material and Clean Wood Waste (by Commercial Hauler)	Public Drop Off Area	No fee	$26 recycling area entry fee	No fee
Refuse (effective from January 1 to December 31, 2027)	Active Face	$165		$10
Refuse (effective from January 1 to December 31, 2027)	Public Drop Off Area	$165	$10 bin fee	
Refuse (effective from January 1, 2028)	Active Face	$170		$10
Refuse (effective from January 1, 2028)	Public Drop Off Area	$170	$10 bin fee	
Scrap Metal	Public Drop Off Area	No fee	No fee	
Stumps and Branches	As directed by CRD staff	$110		$10
Treated Wood and Wood Products (effective January 1, 2027)	As directed by CRD staff	$150	$10 bin fee	
Treated Wood and Wood Products (effective January 1, 2028)	As directed by CRD staff	$155	$10 bin fee	
Waste which originates outside the CRD	As directed by CRD staff	Refuse Rate	$350/tonne surcharge	
Weeds (Source separated)	Active Face	$59		$10
Weeds (not Source –separated in Refuse)	Active Face	$150		$10
Weeds (not Source –separated in Refuse)	Public Drop Off Area	$150	$10 bin fee	

Waste Type	Disposal Site Designated Location	Tipping Fee (per tonne)	Other Fees	Minimum Tipping Fee
Weeds (Source separated)	Public Drop Off Area	$59		$10
Yard and Garden Materials (effective January 1, 2027)	As directed by CRD staff	$65		$10
Yard and Garden Materials (effective January 1, 2028)	As directed by CRD staff	$70		$10
Uncovered or unsecured loads	All fees applicable to the Load are doubled			

GENERAL

1. Per tonne fees are based on weight as measured on the scale, based on the difference in weight between the loaded weight and the weight of the empty Vehicle.
2. Where a dollar amount per tonne is indicated, it is to be interpreted as allowing a proportionate fee for a portion of a tonne in 10 kg increments.
3. All fees shall be rounded up or down to the nearest quarter of a dollar.
4. In the event that the weigh scales provided at the Disposal Site are not operational, or in the event of traffic congestion, or at the discretion of the Manger, weights shall be as estimated based on volume by the Manager or Capital Regional District staff.
5. If a person disposes a Load containing Source-separated Recyclable Materials, Extended Producer Responsibility Products, Yard and Garden Material, Household Hazardous Waste, or other Refuse at the Public Drop Off Area and chooses not to weigh out after disposal of each class of material, they are subject to pay a tipping fee for Refuse for the entire Load.
6. All fees payable under this Bylaw shall be paid to the Capital Regional District in cash, by cheque, debit, or credit card at the time the disposal is made.
7. Notwithstanding Section 7, any person disposing Solid Waste, except Recyclable Materials, at the Disposal Site on a regular basis may apply to the Capital Regional District for credit, and, if the treasurer is satisfied of the credit worthiness of the person, he or she may grant credit to the person, in which case payment of the fee imposed under Section 1 shall be made and the credit extended on the following conditions.
   (a) the person receiving credit shall pay to the Capital Regional District all fees in full within thirty (30) days of the last day of the month for which an invoice has been submitted. The Capital Regional District will invoice monthly for Solid Waste disposed during the preceding month. The invoice amount will be based on the total quantity of Solid Waste delivered during the month and the posted disposal rates in effect at the time of delivery;
   (b) late payment(s) will be subject to an interest penalty fee of 1.5% per month;
   (c) the Capital Regional District reserves the right to cancel, upon five (5) days' notice, the credit offered herein for late payment, non-payment, or other justified cause as judged solely by the treasurer;
   (d) if the person receiving credit fails to pay to the Capital Regional District all fees in full within thirty (30) days of the last day of the month in which an invoice has been issued, the Capital Regional District may withhold monies equivalent to those fees, plus interest, that are owed by the Capital Regional District to the person receiving credit under a separate contract, agreement, or offer between the Capital Regional District and the person receiving credit; and

(e) the Capital Regional District reserves the right to refuse access to the Disposal Site to a person receiving credit until outstanding fees are paid.

APPENDIX B

Making a difference...together

BYLAW NO. 3881

HARTLAND LANDFILL TIPPING FEE AND REGULATION BYLAW NO. 6, 2013

Consolidated for Public Convenience

(This bylaw is for reference purposes only)

ORIGINALLY ADOPTED APRIL 10, 2013
(Consolidated with Amending Bylaws 3917, 4100, 4420, 4497, 4610, 4636, ~~&~~ 4685 & 4785)

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

Amending Bylaws Consolidated

Bylaw No.	Adopted	Purpose
4785		Amendment to increase tipping fees for diverted material streams, and to make minor adjustments to better reflect operational needs and practices.
4685	July 9, 2025	Amendment to increase tipping fee by $5/tonne for 2026-2028, and to include hauler incentive rate of $145/tonne
4636	Dec. 11, 2024	modernize the disposal cost for general refuse and clean renovation and demolition waste, and to apply the same percent increase to the disposal cost for controlled waste and asbestos as was applied to the general refuse and clean renovation and demolition waste rates in Phase 1 of the material stream diversion strategy and housekeeping edits to the definitions of “knotweed” and “manager”
4610	June 12, 2024	To delay the bans on salvageable wood and carpet and underlay, and reduce the tip fee rate for unsorted construction and demolition waste.
4497	December 13, 2023	To amend the tipping fee rates; to update the definitions; to enact bans on asphalt roofing shingles, carpet and underlay, and wood waste; to make bylaw housekeeping edits; and, to update bylaw enforcement language.
4420	June 9, 2021	To address the Kitchen Scraps tipping fee by replacing Schedule C.
4100	May 8, 2016	To address tipping fees for asbestos containing material, kitchen scraps and to make bylaw housekeeping changes.
3917	Jan. 14, 2015	To enact a kitchen scraps ban, the stewardship program for packaging and printed paper (PPP) and to amend the tipping fee rate.

Bylaw No. 3881

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CAPITAL REGIONAL DISTRICT

BYLAW NO. 3881

****

A BYLAW FOR THE PURPOSE OF ESTABLISHING A TIPPING FEE AND REGULATIONS FOR SOLID WASTE DISPOSAL AT HARTLAND LANDFILL

****

WHEREAS:

A. By Supplementary Letters Patent, dated 04 October 1973, the Capital Regional District was granted the function of Refuse Disposal under Division X of its Letters Patent;

B. The Capital Regional District has by bylaw, converted the function of Solid Waste Disposal to a local service for all of the Regional District;

C. The Capital Regional District is empowered to establish a scale of fees payable for depositing Solid Waste and Recyclable Materials at a Disposal Site;

D. The Regional Board of the Capital Regional District deems it advisable to enact regulations pertaining to Solid Waste and Recyclable Materials and to establish fees for depositing Solid Waste and Recyclable Materials.

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

SECTION 1 – DEFINITIONS

Note: Defined terms are capitalized in this bylaw.

In this Bylaw, unless the context otherwise requires:

"**Active Face**" means that area of the Disposal Site where active landfilling of Solid Waste takes place.

"**Aggregate**" means inert granular fill material.

"**Animal Fecal Waste**" means animal feces collected by a commercial business or generated at a site where animals are kept for commercial purposes, including, but not limited to, boarding kennels, animal shelters, stables, and similar operations.

"**Asbestos Containing Material**" means waste containing any amount of asbestos including waste asbestos as defined in the bylaw.

(Bylaw 4100)

"**Asbestos Cement**" means shingles, tiles, siding, board or pipe containing asbestos material tightly bound within a solid matrix not easily crumbled by hand but which is easily crumbled and friable by equipment during landfill Disposal.

"**Asphalt**" means recyclable asphaltic concrete originating from roadways, driveways, parking areas and other paved surfaces.

"**Asphalt Roofing Shingles**" means roofing shingles composed of a felt mat saturated with asphalt, with small rock granules added, including torch on and roll-on roofing but does not include tar and gravel roofing or built-up roofing systems.

(Bylaw 4497, 4785)

"**Biomedical Waste**" means waste as defined in the Hazardous Waste Regulation as Biomedical Waste.

"**Bulky Waste**" means individual articles of Refuse with a volume greater than one-and-a-half (1.5) cubic metres or greater than two and a half (2.5) metres in length.

"**CRD**" means Capital Regional District.

"**Carpet and underlay**" means flooring material made of woven wool, silk, cotton or synthetic fibers and foam padding underlayment where tack stripping material has been removed.

(Bylaw 4497)

"**Catch Basin Waste**" means the contents of catch basins or similar devices that detain and pre-treat stormwater to allow solids to settle and oily materials to float to the surface and be retained in the device while treated stormwater is discharged.

"**Clean Renovation and Demolition Waste**" means material that results from the construction, renovation or demolition of all or part of a building or structure that does not contain Surface Coating Waste, Asbestos Containing Material, Hazardous Waste, Prohibited Waste, Mandatory Recyclable Materials, or an Extended Producer Responsibility product.

(Bylaw 4497)

"**Clean Soil**" means unconsolidated mineral or organic material, rock, fill, and sediment deposited on land, with substance concentrations not exceeding those listed in the BC Contaminated Sites Regulation Schedule 3.1 numerical soil standards for industrial land use or the Schedule 3.3 generic numerical vapour standards for industrial land use.

(Bylaw 4785)

"**Clean Wood Waste**" means wood products such as dimensional lumber, pallets, crating, and salvaged wood waste:

1) that is untreated, unstained, unpainted, and
2) that does not include any antisapstain, coating, glues, or resins.

(Bylaw 4497)

"**Commercial Hauler**" means a person whose business collects and receives for a fee Refuse, Voluntary Recyclable Material, Mandatory Recyclable Material, Extended Producer Responsibility Products, or Weeds for Disposal, or a person whose business generates Voluntary Recyclable Material, Mandatory Recyclable Material, Extended Producer Responsibility Products, and who delivers those materials for Disposal at the Disposal Site.

(Bylaw 4497)

"**Commercial Load**" means Clean Renovation and Demolition Waste to be Disposed of at the Disposal Site brought into the Disposal Site in a Vehicle with a gross vehicle weight greater than 5,500 kg, including the weight of the Clean Renovation and Demolition Waste.

(Bylaw 4785)

"**Concrete**" means a hardened mixture of cement with sand and gravel.

"**Condemned or Spoiled Foods**" means food confiscated or quarantined, or designated as international high risk waste, by the Canadian Food Inspection Agency or the Canadian Border Service Agency and spoiled food from a commercial operation or spoiled food greater than 50 kilograms from a domestic residence.

"Contaminated Demolition Waste" means material that results from the demolition of all or part of a building that contains Hazardous Waste, Prohibited Waste, Mandatory Recyclable Materials or an Extended Producer Responsibility Product.

"**Contaminated Gypsum Board or Wallboard**" means Gypsum Board or Wallboard that is contaminated

by oil, tar, fungus, mould, has been burned, or had other materials affixed to it.

"**Contaminated Sites Regulation**" means the Contaminated Sites Regulation, B.C. Regulation 395/96, enacted under the *Environmental Management Act.*

"**Contaminated Soil**" means unconsolidated mineral or organic material, rock, fill, and sediment deposited on land, with substance concentrations exceeding those listed in the BC Contaminated Sites Regulation Schedule 3.1 numerical soil standards for industrial land use and/or the Schedule 3.3 generic numerical vapour standards for industrial land use but which is not Hazardous Waste under the BC Hazardous Waste Regulation.

(Bylaw 4785)

"**Contaminated Wood Waste**" means wood products such as wood contaminated with asphalt shingles, wood painted with lead based paint, creosote wood products, pressure treated wood, or laminate flooring that is not Hazardous Waste due to the proportion of surface coatings or preservatives.

"**Controlled Waste**" means a material, substance or object listed in Schedule "E" which may be Disposed of if special handling and Disposal techniques are used to avoid creating health hazards, nuisances or environmental pollution excluding Hazardous Waste under the Hazardous Waste Regulation.

"**Corrugated Cardboard**" means recyclable paper that consists of a fluted corrugated sheet and one or more flat linerboards including pizza boxes free of food residue, but excluding materials which are impregnated with blood, grease, oil, chemicals, food residue, wax; or have polyethylene, polystyrene, foil or other non-paper liners; or are contaminated with a material which will render the Corrugated Cardboard Unmarketable.

"**Dead Animal**" means the carcass or part of the carcass of an animal excluding Hazardous Waste under the Hazardous Waste Regulation and Specified Risk Material.

"**Designated Location**" means the location at the Disposal Site designated by the Manager and identified as the location for Disposal of specific types of Solid Waste.

"**Dispose**"; "**Disposal**" means leaving Solid Waste at the Disposal Site for the purpose of landfilling, composting, or recycling.

"**Disposal Site**" means the Hartland Landfill site, more particularly described in Schedule "A".

"**Environmental Management Act**" means the *Environmental Management Act* SBC 2003 c.53.

"**Extended Producer Responsibility Product**" means any material defined as a product in a "product category" listed in the Recycling Regulation for which a "product plan" as defined in the regulation has been "approved" and is operating.

"**Fibre Optic Cable**" means a cable consisting of a bundle of glass or plastic threadlike fibres used for the transmission of information by light impulses wrapped in layers of treated paper and plastic or metal cladding.

"**Food Processing Waste**" means waste, residues, byproducts or waste treatment residuals from commercial food manufacturing or packaging operations.

"**Glass**" means clear or coloured food and beverage containers made of glass but does not include plate glass, window glass, laminated glass, or safety glass.

"**Gypsum Board or Wallboard**" means a panel used for interior walls and ceilings made up of a liner typically made of paper with a core of gypsum plaster and additives.

~~**"Hauler Incentive Rate"** means a reduced tipping rate available for private and municipal haulers who~~

~~conform to the requirements of the hauler incentive program.~~

(Bylaw 4497, 4785)

"**Hazardous Waste**" means any waste defined as a Hazardous Waste under the BC Hazardous Waste Regulation.

(Bylaw 4785)

"**Hazardous Waste Regulation**" means Hazardous Waste Regulation, BC Reg. 63/88 enacted under the *Environmental Management Act*.

"**Health Hazard Waste**" means a gaseous, liquid or solid material, substance or object which, because of its inherent nature and quantity, may be a health hazard and includes, but is not limited to: infectious wastes that originate from foreign countries, including, without limiting the generality of the foregoing, waste confiscated at customs stations or received from ships or planes and which is not a Biomedical Waste.

"**Household Hazardous Waste**" means a class of Hazardous Waste that results from any of the following involving anything in a "product category" as defined in the Recycling Regulation:

(a) a domestic activity at a residence;
(b) personal use; or
(c) a person's use in relation to his or her own residence.

"**Ignitable**" means substances liable to spontaneous combustion or substances that on contact with water emit flammable gases having the properties of:

(a) flammable gas;
(b) flammable liquid; or
(c) flammable solids,

and as defined in the Hazardous Waste Regulation.

"**Industrial Commercial Institutional**" includes any industrial or commercial operations of any size including manufacturing, processing and packing and small businesses with one or more employees such as retail stores, offices, strip malls, vacation facilities, hotels, motels and resorts and institutional operations such as schools, student residences, correctional facilities, churches, community buildings, hospitals, licensed care facilities and hospices, but does not include residential premises.

(Bylaw 3917)

~~**"International High Risk Cruise Ship Waste"** means any item, material, or load originating from a Cruise Ship that is identified as High Risk Material by Canadian Border Services Agency and/or the Canadian Food Inspection Agency.~~

(Bylaw 4497, 4785)

"**International Waste**" means any item, material, or load that is defined as International Waste, and identified as High Risk, under the International Waste Directive or as identified by the Canadian Food Inspection Agency and/or the Canadian Border Services Agency.

(Bylaw 4497, 4785)

"**Invasive Species Plants**" means plants set out in the Schedule to the Spheres of Concurrent Jurisdiction – Environment and Wildlife Regulation, B.C. Reg. 144/2004.

"**Kitchen Scraps**" means compostable waste generated by residential, business, institutional and commercial sources such as fruits, vegetables, meat, meat by-products, dairy products, baked goods, cereal, grains, pasta, bones, egg shells, coffee grounds and filters, tea bags, nuts and shells, houseplants and cut and dried flowers, and soiled paper products such as paper towels, tissues, food packaging, plates and cups but does not include Controlled Waste.

(Bylaw 3917)

"**Kitchen Scraps Transfer Station**" means a facility at Hartland landfill designated for receipt and the transfer of **Kitchen Scraps** to another location.

(Bylaw 3917)

~~**"Knotweed"** means Japanese knotweed (*Follopia japonica*), Himalayan knotweed (*Persicaria wallichi*), giant knotweed (*Fallopia sachalinensis*), and bohemian knotweed (*Fallopian x bohemica*) plants including stems, seeds, and rhizome fragments.~~

(Bylaw 4636, 4785)

"**Lead Acid Battery**" means an electro-chemical cell contained in a plastic case consisting of lead and lead oxide plates and containing a mixture of acids which is used to supply an electric power source.

"**Load**" means Solid Waste which arrives at the Disposal Site in a Vehicle.

"**Manager**" means the General Manager of Parks, Recreation & Environmental Services of the Capital Regional District or his or her authorized agent.

(Bylaw 4636)

"**Mandatory Recyclable Material**" means a Recyclable Material listed in Schedule "F".

"**Marketable**" means Recyclable Material which can be disposed of through an existing Capital Regional District program or a commercial market for recycling.

"**Miscellaneous Controlled Waste**" means a material, substance or object that the Manager considers to be an environmental or health and safety hazard and should be Disposed of as Controlled Waste but excludes Hazardous Waste under the Hazardous Waste Regulation.

"**Mixed Paper**" includes, but is not limited to, newspaper and inserts; office paper, including white and coloured ledger paper, computer paper, photocopy paper, writing pads, business forms, phone message notes, file folders, reports, envelopes, non-thermal fax paper, no carbon required (NCR) paper, calculator tape, 'post-it' type notes, business cards, paper index cards; boxboard, including paper egg cartons, laundry and cereal boxes; junk mail; gift wrapping and packing paper; magazines; catalogues; directories**;** calendars; postcards; shredded paper; cardboard storage boxes; cardboard storage; cardboard moving boxes; paper gift boxes; paper bags; paper lunch bags; paper pinata; paper gift bags; paper part hat; paper party décor; but excluding paperback and hardcover books; waxed paper; carbon paper; and other paper which are impregnated with blood, grease, oil, chemicals, food residue or have polyethylene, polystyrene, foil or other non-paper liners or attachments or are contaminated with a material which will render the paper fibres Unmarketable.

(Bylaw 4497)

"**Non-EPR**" means a material that is not in the specific form or category set out in the Extended Producer Responsibility Product list in Schedule "G".

(Bylaw 3917)

"**Non-EPR Rigid Plastics**" means rigid plastic items, such as children's toys, lawn chairs, and car seats that are not an Extended Producer Responsibility Product.

(Bylaw 4497)

"**Noxious Weeds**" means weeds designated within the Provincial and Regional Noxious Weeds Lists of the Weed Control Regulation.

"**Out-of-Region Waste**" means municipal solid waste that is originating from outside the boundaries of the Capital Regional District but is not International Waste.

(Bylaw 4497)

"**PCB**" means any monochlorinated, dichlorinated or polychlorinated biphenyl or any mixture that contains one or more of these.

"**Printed Paper and Packaging**" means the materials listed in Schedule "G" of this Bylaw under the heading **Printed Paper and Packaging originating from residential premises**.

(Bylaw 3917)

"**Prohibited Waste**" means a gaseous, liquid, or solid material, substance or object as listed in Schedule "D".

"**Propane Tank**" means a refillable or non-refillable metal container rated at a capacity of less than 46 kg (100 lbs.) which is used to contain flammable hydrocarbon gases used as fuel.

"**Public Drop Off Area**" means that area of the Disposal Site containing Designated Locations for the Disposal of Small Loads of Refuse, Voluntary Recyclable Material, Mandatory Recyclable Material, Extended Producer Responsibility Products, Weeds, or Household Hazardous Waste.

"**Pumpings**" means liquid and semi-solid materials collected by a vactor truck or pump and transported by vactor truck, tanker truck or other container to the Disposal Site.

"**Radioactive Waste**" means waste containing a prescribed substance as defined in the *Atomic Energy Control Act* (Canada) in sufficient quantity or concentration to require a licence for possession or use under that Act and regulations made under that Act.

"**Reactive**" means a gaseous, liquid or solid material, substance or object which is:

(a) explosive, oxidizing or so unstable that it readily undergoes violent change in the presence of air or water;
(b) generates toxic gases, vapours, or fumes by itself or when mixed with water; or
(c) polymerized in whole or in part by chemical action and causes damage by generating heat or increasing in volume,

and as defined in the Hazardous Waste Regulation.

"**Recyclable Material**" means Solid Waste that has been sorted by material, substance or object and that satisfies at least one of the following criteria:

(a) is organic material from residential, commercial, or institutional sources and is capable of being composted, at a site;
(b) is Marketable;
(c) is being used in the manufacture of a product that has an established market or is being processed as an intermediate stage of an existing manufacturing process; or
(d) has been identified as a Recyclable Material in the solid waste management plan, and includes Mandatory Recyclable Material and Voluntary Recyclable Material.

"**Recycling Regulation**" means the Recycling Waste Regulation BC 449/2004 enacted under the *Environmental Management Act*.

"**Refuse**" means discarded or abandoned materials, substances or objects but does not include Controlled Waste, Prohibited Waste, Kitchen Scraps, Hazardous Waste, Mandatory Recyclable Materials and Extended Producer Responsibility Products**.**

(Bylaw 3917)

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

"**Residential Premises**" includes houses, apartments, condominiums, townhomes, and other premises in which persons reside but does not include institutional or commercial accommodations.

(Bylaw 3917)

"**Rubble**" means gravel, brick, Concrete block, refractory material, road asphalt or rock, or a combination

of any or all of these.

(Bylaw 3917)

"**Salvaged Wood Waste**" means Clean Wood Waste:

1) that is dimensional lumber greater than 4 feet in length; and
2) that may or may not contain nails.

(Bylaw 4497)

"**Scrap Metal**" means ferrous and non-ferrous metallic materials, including, but not limited to, sheet metal, siding, roofing, rebar, flashings, pipes, window frames, doors, furnaces, duct work, wire, cable, bathtubs, fencing, bicycle frames, automotive body parts, machinery, garbage cans, metal furniture, tire rims.

"**Screenings**" means the material and debris captured by screens used in the treatment or processing of sewage or septage.

"**Sharps**" means needles and syringes, from domestic sources.

"**Site Regulations**" means regulations set out in Schedule "B" that regulate the conduct of a person using the Disposal Site.

"**Small Appliances**" means small electronic or electrical appliances as defined in the Recycling Regulation.

"**Small Load**" means Solid Waste to be Disposed of at the Disposal Site brought onto the Disposal Site in a Vehicle which, with the Solid Waste, has a gross vehicle weight of no more than 5,500 kgs.

"**Solid Waste**" means Refuse, Voluntary Recyclable Materials, Mandatory Recyclable Materials, Extended Producer Responsibility Products, Weeds, Kitchen Scraps, Hazardous Waste as permitted in this bylaw and Controlled Waste, but excludes Prohibited Waste.

(Bylaw 3917)

"**Soot and Ash**" means black carbonaceous residue of wood, coal, oil and other fossil fuels originating in chimney linings, boilers, furnaces and other burners, residuals from burning fossil fuels, and includes material collected from duct cleaning and chimney cleaning.

"**Source-separated**" means materials, substances or objects that are separated by means of a barrier or containers into separate distinguishable accumulations of the same kind of materials, substances, or objects.

"**Specified Risk Material**" means any waste containing the Specified Risk Material as defined in the federal Fertilizers Regulations (C.R.C., c. 666), as amended from time to time, including material from the skull, brain, trigeminal ganglia, eyes, tonsils, spinal cord and dorsal root ganglia of cattle aged 30 months or older, or material from the distal ileum of cattle of all ages.

"**Stumps and Branches**" means wood material, substances or objects which have not been processed or manufactured and includes stumps, tree trunks and branches greater than 75 mm (3 in.) in diameter.

"Surface Coating Waste" means stucco, plaster, or other unconsolidated or similar material coated with substances (e.g., lead based paint) that may present a respiratory hazard due to the presence of lead particulate or be classified as Hazardous Waste due to leachability of substances present. This can also include paint chips, hull coatings and spent sandblast media generated from scraping, power washing or sandblasting from, but not limited to, ships, boats, cars, buildings, bridges and storage tanks.

(Bylaw 4100, 4785)

"**Tires**" means the outer pneumatic rubber covering of wheels of passenger vehicles, light service trucks and motorcycles with an inner diameter of less than 42 centimetres.

"Treated Wood and Wood Products" means engineered wood products or pressure treated, stained, or painted wood and wooden furniture that may or may not contain nails or other metal fasteners.

(Bylaw 4497)

"**Treasurer**" means the Director of Finance of the Capital Regional District or her or his authorized agent.

~~**"Uncontaminated Demolition Waste"** means material that results from the demolition of all or part of a building or a structure that does not contain Surface Coating Waste, Hazardous Waste, Prohibited Waste, Mandatory Recyclable Materials, or an Extended Producer Responsibility Product.~~

(Bylaw 4497, 4785)

"**Unmarketable**" means Recyclable Materials which cannot be Disposed of through an existing Capital Regional District recycling program or a commercial market due to contamination.

"**Used Oil Filter**" means a spent cylindrical metal container housing a filter element which is used on a motor vehicle to remove impurities from its engine lubricating oil.

"**Vehicle**" means a Vehicle, as defined in the *Motor Vehicle Act,* R.S.B.C. 1996, c.318.

"**Vehicle Washing Facility Waste**" means Pumpings from sumps which collect effluent from vehicle washing facilities, but not from facilities used for maintenance or lubrication or automobile components or where solvents or sand blasting are employed for removal of paint, grease or oil.

"**Vermiculite Insulation**" means a mineral which expands greatly when heated and creates pockets of air that was used as an insulation material.

(Bylaw 4100)

"**Visitor**" means a person who arrives at the Disposal Site for purposes other than to Dispose of Solid Waste.

"**Voluntary Recyclable Material**" means a Recyclable Material Listed in Schedule "F".

"**Walking Floor Trailer**" means a trailer equipped with a moving floor, designed or constructed to move a load forward or backward.

(Bylaw 4685)

"**Waste Asbestos**" means waste containing friable asbestos fibres or asbestos dust and as defined in the Hazardous Waste Regulation and includes Asbestos Cement.

"**Waste Sludge**" means the residual material resulting from chemical treatment, coagulation, flocculation, sedimentation, floatation or biological treatment of wastewater.

"**Weed Control Regulation**" means the *Weed Control Regulation* BC Reg 66/85 under the *Weed Control Act*.

"**Weeds**" means Invasive Species Plants and Noxious Weeds as defined in this bylaw and other plants with similar properties but excludes Knotweed.

"**White Goods"** means appliances such as refrigerators, stoves, freezers, metal dishwashers, water coolers and air conditioners.

"**Yard and Garden Material**" means organic materials, substances or objects including, but not necessarily limited to, grass, lawn and hedge clippings, grass sod, flowers, leaves, vegetable stalks, shrubs, and shrub and tree branches less than 75 mm (3 inches) in diameter, but does not include:

(a) Invasive Species Plants
(b) Noxious Weeds

(c) plants or growing media that may have been identified by the Canadian Food Inspection Agency from time to time as infectious or potentially infectious and of which notice has been sent to the Capital Regional District or publicized by the Canadian Food Inspection Agency; or

(d) plant or tree material in municipal street sweepings.

SECTION 2 - CONDITIONS

2.1 No person shall Dispose of Solid Waste at the Disposal Site except in accordance with this Bylaw and the Site Regulations.

2.2 All persons attending the Disposal Site shall act in accordance with this Bylaw and Site Regulations.

2.3 No person shall Dispose of Solid Waste at the Disposal Site which originated outside the Capital Regional District.

Capital Regional District Staff may:

(a) require that any person disposing Solid Waste at the Disposal Site must provide an attestation to the origin of their load; and

(b) charge an additional fee for any waste deemed to be Out-of-Region waste.

(Bylaw 4785)

2.4 Despite section 2.3, a person may Dispose of Solid Waste at the Disposal Site which originates outside the Capital Regional District if it is Waste Asbestos or Contaminated Gypsum Board or Wallboard.

2.5 Subject to 2.6 and 2.7, no person shall dispose of Prohibited Waste at the Disposal Site.

2.6 Despite section 2.5 and 2.8, a person may dispose of Asbestos Containing Material in accordance with Section 2.11, and Contaminated Gypsum Board or Wallboard, liquids, Sharps, or Vermiculite Insulation as Controlled Waste in accordance with section 2.12.

(Bylaw 4100)

2.7 Despite section 2.5, a person may dispose of light ballasts that may contain PCB as an Extended Producer Responsibility Product in accordance with section 2.20.

2.8 Subject to sections 2.9, 2.10, and 2.11, no person shall dispose of a Hazardous Waste at the Disposal Site.

2.9 Despite section 2.8, a person may Dispose of Household Hazardous Waste at a Designated Location in the Public Drop Off Area if it is:

(a) a Small Load; and
(b) Source-separated.

2.10 Despite section 2.8, a person may Dispose of an Extended Producer Responsibility Product listed in Schedule “G” that is a Hazardous Waste at a Designated Location in the Public Drop Off Area if it is:

(a) a Small Load; and
(b) Source-separated.

2.11 Despite section 2.8, a person may Dispose of Asbestos Containing Material at a Designated Location provided that:

(a) The disposal of Waste Asbestos is manifested as required by the British Columbia Ministry of Environment and Transport Canada;
(b) the Disposal is in accordance with the Occupational Health and Safety Regulation BC Reg 296/97 enacted pursuant to the Workers Compensation Act;

(c) the Disposal of Waste Asbestos is in accordance with the Hazardous Waste Regulation.
(d) the Disposal of Waste Asbestos is in accordance with the Transportation of Dangerous Goods Regulation.
(e) documentation has been submitted upon request of the Manager to confirm the presence of Asbestos Containing Material in the load.
(f) an appointment for Disposal is made with Capital Regional District staff a minimum of twenty-four (24) hours prior to Disposal, regular appointment hours for Asbestos Containing Material are Monday to Friday 9 a.m. to 2:30 p.m. excluding statutory holidays.

(Bylaw 4100)

2.12 No person shall Dispose of a Controlled Waste at the Disposal Site other than at a Designated Location and provided that:

(a) the person who is to Dispose of the Controlled Waste has made an application to the Manager for permission:
  (i) on a Controlled Waste permit application form provided by the Manager; and
  (ii) the application is received a minimum of 30 days prior to the requested Disposal date
(b) the Manager has issued a Controlled Waste permit for the waste including any terms and conditions of Disposal;
(c) the Controlled Waste has been inspected and accepted by designated Capital Regional District staff prior to being Disposed of;
(d) the Controlled Waste is one type and from no more than one source unless the Manager gives written permission otherwise in the Controlled Waste permit;
(e) an appointment for Disposal is made with Capital Regional District staff a minimum of twenty-four (24) hours prior to Disposal of Controlled Waste, regular controlled waste appointment hours are Monday to Friday 9 a.m. to 2:30 p.m. excluding statutory holidays;
(f) the person who is to Dispose of the Controlled Waste has submitted a Declaration By Waste Carrier form provided by the Manager prior to Disposal;
(g) if the terms and conditions of the Controlled Waste permit are not met, or the Declaration By Waste Carrier form is not complete, Capital Regional District staff may refuse to allow Disposal;
(h) the Controlled Waste is not Marketable;
(i) the Disposal is conducted so as to minimize health and safety risks associated with the Disposal of the Controlled Waste; and
(j) the amount of Controlled Waste does not exceed the operational capacity of the Disposal Site including, without limitation, the Disposal is consistent with the provisions of the Solid Waste Management Plan or Operating Plan as amended from time to time.

2.13 Despite subsection 2.12(a)(ii) and 2.12(e), in cases of an emergency or hardship the Manager may permit the Disposal of Controlled Waste before the 30 day application period expires and without a minimum of twenty-four (24) hours' notice and outside regular appointment hours.

2.14 No person shall dispose of Mandatory Recyclable Material at the Active Face.

2.15 No person shall Dispose of Mandatory Recyclable Material at the Disposal Site other than at a Designated Location in the Public Drop Off Area provided that it is:

(a) a Small Load; and
(b) Source-separated.

2.16 A person may Dispose of Voluntary Recyclable Material at the Active Face as Refuse or at the Disposal Site at a Designated Location in the Public Drop Off Area provided that it is:

(a) a Small Load; and
(b) Source-separated.

(Bylaw 3917)

2.17 A person may Dispose of Weeds at the Active Face provided they are:

(a) Source-separated; or
(b) if not Source-separated, as refuse.

2.18 A person may Dispose of Weeds at a Designated Location in the Public Drop Off Area provided they are in:

(a) a Small Load and Source-separated; or
(b) if not Source-separated, as refuse.

2.19 No person shall Dispose of an Extended Producer Responsibility Product at the Active Face.

2.20 No person shall Dispose of an Extended Producer Responsibility Product other than those listed in Schedule "G" and other than at a Designated Location in the Public Drop Off Area provided that it:

(Bylaw 3917)

(a) is a Small Load; and
(b) is Source-separated.

2.21 No Commercial Hauler shall Dispose of Household Hazardous Waste at the Disposal Site.

2.22 No person shall dispose of Household Hazardous Waste at the Active Face.

2.23 No person shall Dispose of Household Hazardous Waste at the Disposal Site except at a Designated Location in the Public Drop Off Area and provided that it is:

(a) a Small Load; and
(b) Source-separated.

2.24 A person may Dispose of Refuse at the Active Face or in Small Loads at a Designated Location in the Public Drop Off Area.

2.25 No person shall Deposit Contaminated Demolition Waste at the Disposal Site.

2.26 No person shall Deposit ~~Uncontaminated~~ Clean Renovation and Demolition Waste at the Disposal Site other than:

(a) as a Controlled Waste in accordance section 2.12 and provided that it is a Commercial Load; or,
(b) at the Public Drop Off Area and provided it is a Small Load and Source-separated.

(Bylaw 4785)

2.27 Effective January 1, 2015, no person shall deposit Kitchen Scraps at the Disposal Site except at the Kitchen Scraps Transfer Station and provided that they are Source-separated.

(Bylaw 3917)

2.28 (a) No person shall deposit Solid Waste at the Disposal Site that is not Source-separated when this Bylaw requires that it be Source-separated.

(Bylaw 4685)

(b) As an exception to 2.28 (a), where a person deposits Solid Waste at the Disposal Site, by use of a Walking Floor Trailer, that is not Source-separated when this Bylaw requires Solid Waste to be Source-separated, that person commits an offence.

(Bylaw 4685)

2.29 No person shall Deposit Vermiculite Insulation at the Disposal Site other than as a Controlled Waste in accordance with Section 2.12.

(Bylaw 4100)

SECTION 3 - FEES

3.1 Every person depositing Solid Waste at the Disposal Site shall pay to the Capital Regional District the applicable fees in the amounts, and in accordance with the terms and conditions set out in Schedules “C", and "E".

3.2 Where a fee is not paid within the time specified in Schedule “C” for its payment, the person liable to pay such fee shall:

(a) pay interest on the fee at the rate set out in Schedule “C” from the date the fee was due to the date of payment; and
(b) not Dispose of any Solid Waste on or at the Disposal Site until such fee with interest owing has been paid in full.

SECTION 4 - VIOLATIONS & PENALTIES

4.1 A person who contravenes, violates or fails to comply with any provision of this Bylaw, or who suffers or permits any act or thing to be done in contravention or violation of this Bylaw, or who fails to do anything required by this Bylaw, commits an offence and shall be liable, upon conviction, to a fine of not more than $2,000, the costs of prosecution and any other penalty or order imposed pursuant to the *Local Government Act* or the *Offence Act* (British Columbia). Each day that an offence against this Bylaw continues or exists shall be deemed to be a separate and distinct offence.

4.2 The penalties imposed under Section 4.1 shall be in addition to and not in substitution for any other penalty or remedy imposed by this Bylaw or any other statute, law, or regulation.

SECTION 5 - SEVERANCE

5.1 If a section, subsection, sentence, clause or phrase of this Bylaw is for any reason held to be invalid by the decision of a Court in competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Bylaw.

5.2 Schedules “A,” “B,” “C,” “D”,"E", “F” and “G” are attached to and form part of this Bylaw.

SECTION 6 - REPEAL

6.1 Hartland Tipping Fee and Regulation Bylaw No. 5, 2003 is hereby repealed except insofar as it repeals any other bylaw.

SECTION 7 - TITLE

7.1 This Bylaw may be cited as “Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013.

READ A FIRST TIME THIS	13th	DAY OF	March	2013
READ A SECOND TIME THIS	13th	DAY OF	March	2013
READ A THIRD TIME THIS	13th	DAY OF	March	2013
ADOPTED THIS	10th	DAY OF	April	2013

Original signed by Alastair Bryson
CHAIR

Original signed by Sonia Santarossa
CORPORATE OFFICER

SCHEDULE "A"

DISPOSAL SITE

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3881

DISPOSAL SITE means the Hartland Landfill site, more particularly described as:

PID: 023-851-457
Lot 1, Sections 54, 55 and 65, Highland District, Plan VIP64898

SCHEDULE "B"

SITE REGULATIONS

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3881

PURPOSE:

To ensure a safe and orderly environment for the staff and public at the Disposal Site.

POLICY:

These Site Regulations shall be observed by a person while on the Disposal Site.

REGULATIONS:

1. **VEHICLES**

1.1 Capital Regional District staff may refuse to allow a Vehicle to enter the Disposal Site or require a Vehicle to leave the Disposal Site if:

(a) the Vehicle's Load exceeds the permitted weight limits set out in the regulations passed pursuant to the *Motor Vehicle Act*, or the *Commercial Transport Act*; or
(b) the Vehicle is noisy due to improper or poor muffling and braking systems; or
(c) the Load is poorly secured so as to be noisy or dangerous.
(d) the Vehicle is in unsafe conditions due to excessive tire wear, broken mirrors, or inadequate door restraint system.
(e) the Vehicle is owned, leased, operated, licensed, utilized, or otherwise associated with a person that is restricted from accessing, has been refused entry to, or has been prohibited re-entry to, the Disposal Site, whether under this bylaw or the *Trespass Act,* RSBC 2018 c 3.

(Bylaw 4497)

1.2 Individuals must remain in a Vehicle when waiting at the scales.

1.3 Individuals must remain in a Vehicle when on roads, whether in transit or stationary.

1.4 Individuals must use a Vehicle for travel between different areas of the Disposal Site.

1.5 Where sections 1.1, 1.2, 1.3., or 1.4 are contravened, CRD staff may request the individual or the Vehicle's operator immediately depart the Disposal Site and remove the Vehicle, and such individual shall immediately comply. Failure to do so is an offence.

1.6 Where the individual is unable to comply by way of exiting the site safely in a Vehicle, individuals may be escorted off the property by CRD staff.

1.7 Where the Vehicle is unable to leave the property under its own power, CRD may tow and may recover the actual costs of towing from the Vehicle's owner.

(Bylaw 4785)

2. LOADS

2.1 All Loads of Solid Waste entering the Disposal Site shall be covered and secured. A cover shall be a tarpaulin or other overlay that is used to confine the load to the vehicle.

2.2 Despite Section 2.1, the following items are permitted at the disposal site without covers:

(a) stumps - chained on flat bed or within confines of truck box;
(b) Bulky Wastes strapped on flat beds or within confines of truck box.

2.3 A person must ensure that all Loads are ready for Disposal, including being Source-separated, before the Disposal Site closes for the day; otherwise they will not be permitted to Dispose of the Load.

(Bylaw 3917)

3. DISPOSAL SITE

3.1 No person while driving a Vehicle at the Disposal Site shall drive their Vehicle on any part of the Disposal Site other than on the roads and paved areas designated by the Capital Regional District.

3.2 No person while driving a Vehicle on the Disposal Site shall exceed the speed limits posted at the Disposal Site; or fail to obey posted signs.

3.3 No person delivering Solid Waste to the Disposal Site shall Dispose of Solid Waste except in such a place and in such a manner as directed by the Capital Regional District staff or the landfill contractor.

3.4 All Solid Waste Disposed of at the Disposal Site shall become the property of the Capital Regional District.

3.5 No person shall remove Solid Waste from the Disposal Site except with written approval of the Manager.

3.6 No person shall loiter at the Disposal Site. Vehicles must proceed directly to the Designated Location and then leave the Disposal Site as soon as possible after Disposal.

3.7 No person shall use the wheel wash facility unless their Vehicle was used to attend the active face. No person shall wash out the interior of truck boxes or wash the exterior of a Vehicle other than the wheels and wheel wells at the Wheel Wash Facility.

3.8 No person shall act with conduct that is disorderly or offensive including but not limited to excessive and loud use of offensive language or drunkenness.

3.9 No person shall enter the Disposal Site where the Vehicle Load exceeds the permitted weight limits set out in the regulations passed pursuant to the *Motor Vehicle Act*, or the *Commercial Transport Act*.

3.10 No person shall obstruct, intimidate, interfere, or harass Capital Regional District staff or officers who are performing their duties.

(Bylaw 4497)

3.11 Clean wood, treated wood and asphalt shingles must be source separated prior to arriving to Hartland landfill.

(Bylaws 4497, 4610)

3.12 No person shall record audio and/or video or take photographs at the Disposal Site without the permission of the manager.

(Bylaw 4497)

4. SAFETY

4.1 Any person entering the Disposal Site does so at their own risk. The Capital Regional District accepts no responsibility or liability for damage or injury to person or to property.

4.2 Individuals under the age of 18, except when attending an event or education program supervised by CRD staff, must remain inside a Vehicle at the Disposal Site, excepting at the Public Drop Off Area, where they must be attended by a parent or guardian at all times and remain within arms-reach.

(Bylaw 4785)

4.3 Pets or livestock are not permitted at the Disposal Site except when they are inside a Vehicle.

4.4 Smoking is not permitted at the Disposal Site.

4.5 All visitors to the Disposal Site must check in at the site office and complete the appropriate waiver forms.

4.6 No person shall enter or remain in the Disposal Site unless wearing closed-toe footwear and otherwise complying with all posted safety requirements and staff directions.

(Bylaw 4785)

4.7 No person shall use electronic devices as defined in the *Motor Vehicle Act* while driving a Vehicle at the Disposal Site except in a manner permitted by the *Motor Vehicle Act*.

4.8 No person shall attend the Active Face or the Material Diversion Transfer Station without personal protective equipment as required by WorkSafe BC Board regulations including but not limited to steel toed boots and a high visibility vest.

(Bylaw 4785)

5. GENERAL

5.1 Every person who contravenes these regulations, fails to obey orders or directions given by Capital Regional District staff or fails to comply with the posted notices and signs on the Disposal Site may be refused or prohibited re-entry onto the Disposal Site.

5.2 Where a person has unpaid fines or amounts owing to the Capital Regional District resulting from violation of this bylaw, and any such amounts are outstanding for more than 45 days from the date of conviction or deemed conviction, Capital Regional District staff may refuse access or prohibit re-entry to the Disposal Site until such amounts are paid. Where the person operates a waste disposal, hauling, or other commercial waste generating business or is associated with such a business, this refusal may be extended to those entities or vehicles owned, leased, or operated by those entities, which in the

opinion of Capital Regional District staff, are affiliated, associated, controlled, owned-by in part or in whole, conducting business on behalf of, or otherwise related to that person, corporately or by degree of co-sanguinity or family relationship, despite those persons not having unpaid fine amounts, amounts owing, or separate legal personality.

(Bylaw 4497)

5.3 The Manager is authorized to enforce all site rules, regulations, and bylaws at Hartland Landfill. They may also prohibit or restrict a person(s) who contravenes this Bylaw from attending the Hartland Landfill.

(Bylaw 4497)

5.4 A person is entitled to a 25% reduction in monetary penalty resulting from violation of this bylaw if fines or fees are paid within 30 days from issue.

(Bylaw 4497)

SCHEDULE "C"

(Bylaw 4685, 4785)

TIPPING FEES

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3881

FEES

The fees for depositing solid waste at the Disposal Site are:

Waste Type	Disposal Site Designated Location	Tipping Fee (per tonne)	Other Fees	Minimum Tipping Fee
Asbestos Containing Material	As directed by CRD staff	$214		$20
Asphalt Roofing Shingles (effective ~~July 1, 2024~~January 1, 2027)	Public Drop Off Area	$~~110~~160	$10 bin fee	
Asphalt Roofing Shingles (effective ~~July 1, 2024~~January 1, 2027)	As directed by CRD staff	$~~110~~160		$10
Asphalt Roofing Shingles (effective January 1, 2028)	Public Drop Off Area	$205	$10 bin fee	
Asphalt Roofing Shingles (effective January 1, 2028)	As directed by CRD staff	$205		$10
Bicycle tires and tubes	Public Drop Off Area	No fee	$6 recycling area entry fee	No fee
Bulky Waste	Active Face	$254		$10
~~Clean Renovation and Demolition Waste (effective from January 1 to December 31, 2025)~~	~~Public Drop Off Area~~	~~$155~~	~~$10 bin fee~~	
~~Clean Renovation and Demolition Waste (effective from January 1 to December 31, 2025)~~	~~As directed by CRD staff~~	~~$155~~		~~$10~~
~~Clean Renovation and Demolition Waste (effective from January 1 to December 31, 2026)~~	~~Public Drop Off Area~~	~~$160~~	~~$10 bin fee~~	
~~Clean Renovation and Demolition Waste (effective from January 1 to December 31, 2026)~~	~~As directed by CRD staff~~	~~$160~~		~~$10~~
Clean Renovation and Demolition Waste (effective ~~from~~ January 1~~ to December 31~~, 2027)	Public Drop Off Area	$165	$10 bin fee	
Clean Renovation and Demolition Waste (effective ~~from~~ January 1~~ to December 31~~, 2027)	As directed by CRD staff	$165		$10
Clean Renovation and Demolition Waste (effective ~~from~~ January 1, 2028)	Public Drop Off Area	$170	$10 bin fee	
Clean Renovation and Demolition Waste (effective ~~from~~ January 1, 2028)	As directed by CRD staff	$170		$10

Clean Wood Waste (effective January 1, ~~2024~~2027)	Public Drop off Area	~~$80~~95	$10 bin fee	
Clean Wood Waste (effective January 1, ~~2024~~2027)	As directed by CRD staff	~~$80~~95		$10
Clean Wood Waste (effective January 1, 2028)	Public Drop off Area	$110	$10 bin fee	
Clean Wood Waste (effective January 1, 2028)	As directed by CRD staff	$110		$10
Controlled Waste	As directed by CRD staff	As listed in Schedule "E"		$20
Cooking oil and grease	Public Drop Off Area	No fee		No fee
Extended Producer Responsibility Product listed in Schedule "G" (excluding tires on rims)	Public Drop Off Area	No fee		No fee
~~Extended Producer Responsibility Product listed in Schedule "G"~~ ~~t~~Tires ~~on~~ with rims	Public Drop Off Area	No fee	$6 per tire with rims ~~recycling area entry fee~~	No fee
~~Hauler Incentive Rates (effective from January 1 to December 31, 2025)~~		~~$135~~		
~~Hauler Incentive Rates (effective from January 1, 2026)~~		~~$145~~		
Household Hazardous Waste	Public Drop Off Area	No fee		No fee
~~International Low Risk Waste~~	~~As directed by CRD staff~~	~~$135~~		
~~Kitchen Scraps until December 31, 2021~~	~~Kitchen Scraps Transfer Station~~	~~$120~~		
Kitchen Scraps ~~effective January 1, 2022~~	Kitchen Scraps Transfer Station	$140		
Mattresses and boxsprings	Public Drop Off Area	~~$110~~Refuse Tipping Rate	$10 bin fee $5 surcharge	
Propane tanks and fire extinguishers	Public Drop Off Area	No fee		No fee
Recyclable Material excluding Scrap Metal, mattresses and boxsprings, Yard and Garden Material and Clean Wood Waste (by non-commercial hauler)	Public Drop Off Area	No fee	$6 recycling area entry fee	No fee
Recyclable Material excluding Scrap Metal, mattresses and boxsprings, Yard and Garden Material and Clean Wood Waste (by Commercial Hauler)	Public Drop Off Area	No fee	$26 recycling area entry fee	No fee
~~Refuse (effective from January 1 to December 31, 2025)~~	~~Active Face~~	~~$155~~		~~$10~~

~~Refuse (effective from January 1 to December 31, 2025)~~	~~Public Drop Off Area~~	~~$155~~	~~$10 bin fee~~	
~~Refuse (effective from January 1 to December 31, 2026)~~	~~Active Face~~	~~$160~~		~~$10~~
~~Refuse (effective from January 1 to December 31, 2026)~~	~~Public Drop Off Area~~	~~$160~~	~~$10 bin fee~~	
Refuse (effective from January 1 to December 31, 2027)	Active Face	$165		$10
Refuse (effective from January 1 to December 31, 2027)	Public Drop Off Area	$165	$10 bin fee	
Refuse (effective from January 1, 2028)	Active Face	$170		$10
Refuse (effective from January 1, 2028)	Public Drop Off Area	$170	$10 bin fee	
Scrap Metal	Public Drop Off Area	No fee	No fee	
Stumps and Branches	As directed by CRD staff	$110		$10
Treated Wood and Wood Products (effective ~~July 1, 2024~~January 1, 2027)	As directed by CRD staff	$~~110~~150	$10 bin fee	
Treated Wood and Wood Products (effective January 1, 2028)	As directed by CRD staff	$155	$10 bin fee	
Waste ~~Asbestos~~ which originates outside the CRD	As directed by CRD staff	~~$500~~ Refuse Rate	$350/tonne surcharge	~~$20~~
Weeds (Source separated)	Active Face	$59		$10
Weeds (not Source –separated in Refuse)	Active Face	$150		$10
Weeds (not Source –separated in Refuse)	Public Drop Off Area	$150	$10 bin fee	
Weeds (Source separated)	Public Drop Off Area	$59		$10
Yard and Garden Materials (effective January 1, 2027)	As directed by CRD staff	$~~59~~65		$10
Yard and Garden Materials (effective January 1, 2028)	As directed by CRD staff	$70		$10
Uncovered or unsecured loads	All fees applicable to the Load are doubled			

GENERAL

1. Per tonne fees are based on weight as measured on the scale, based on the difference in weight between the loaded weight and the weight of the empty Vehicle.
2. Where a dollar amount per tonne is indicated, it is to be interpreted as allowing a proportionate fee for a portion of a tonne in 10 kg increments.
3. All fees shall be rounded up or down to the nearest quarter of a dollar.

4. In the event that the weigh scales provided at the Disposal Site are not operational, or in the event of traffic congestion, or at the discretion of the Manger, weights shall be as estimated based on volume by the Manager or Capital Regional District staff.

5. If a person disposes a Load containing Source-separated Recyclable Materials, Extended Producer Responsibility Products, Yard and Garden Material, Household Hazardous Waste, or other Refuse at the Public Drop Off Area and chooses not to weigh out after disposal of each class of material, they are subject to pay a tipping fee for Refuse for the entire Load.

6. All fees payable under this Bylaw shall be paid to the Capital Regional District in cash, by cheque, debit, or credit card at the time the disposal is made.

7. Notwithstanding Section 7, any person disposing Solid Waste, except Recyclable Materials, at the Disposal Site on a regular basis may apply to the Capital Regional District for credit, and, if the treasurer is satisfied of the credit worthiness of the person, he or she may grant credit to the person, in which case payment of the fee imposed under Section 1 shall be made and the credit extended on the following conditions.

   (a) the person receiving credit shall pay to the Capital Regional District all fees in full within thirty (30) days of the last day of the month for which an invoice has been submitted. The Capital Regional District will invoice monthly for Solid Waste disposed during the preceding month. The invoice amount will be based on the total quantity of Solid Waste delivered during the month and the posted disposal rates in effect at the time of delivery;

   (b) late payment(s) will be subject to an interest penalty fee of 1.5% per month;

   (c) the Capital Regional District reserves the right to cancel, upon five (5) days' notice, the credit offered herein for late payment, non-payment, or other justified cause as judged solely by the treasurer;

   (d) if the person receiving credit fails to pay to the Capital Regional District all fees in full within thirty (30) days of the last day of the month in which an invoice has been issued, the Capital Regional District may withhold monies equivalent to those fees, plus interest, that are owed by the Capital Regional District to the person receiving credit under a separate contract, agreement, or offer between the Capital Regional District and the person receiving credit; and

   (e) the Capital Regional District reserves the right to refuse access to the Disposal Site to a person receiving credit until outstanding fees are paid.

SCHEDULE "D"

(Bylaws 4497, 4610, 4785)

PROHIBITED WASTE

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3881

Prohibited Waste
Aggregate
Asphalt Roofing Shingles, except as permitted in this Bylaw
Asbestos Containing Material, except as permitted in this bylaw
Asphalt and Rubble
Biomedical Waste
Clean Soil
Concrete
Contaminated Demolition Waste
Contaminated Soil
Gypsum Board or Wallboard, except as permitted in this bylaw
Ignitable Waste
Kitchen Scraps, except as permitted in this Bylaw
Liquids, except as permitted in this Bylaw
Motor vehicle bodies and farm implements
Radioactive Waste
Reactive wastes
Sharps, except as permitted in this Bylaw
Specified Risk Material
Vermiculite Insulation, except as permitted in this Bylaw
Waste that is on fire or smouldering
Waste containing PCBs, except as permitted in this bylaw
Wood Waste, except as permitted in this Bylaw

SCHEDULE "E"

(Bylaws 4497, 4610, 4636, 4785)

CONTROLLED WASTE

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3881

The fees for disposing of Controlled Waste in the Disposal Site are:

Controlled Waste	Disposal Fee
Animal Fecal Waste	$214 per tonne
Catch Basin Waste	$214 per tonne
Commercial Load ~~of Uncontaminated Demolition Waste~~ (effective January 1, 2027)	~~$155~~165 per tonne
Commercial Load (effective January 1, 2028)	$170 per tonne
Condemned or Spoiled Foods	$214 per tonne
Contaminated Gypsum Board or Wallboard	$311 per tonne
~~Contaminated Gypsum Board or Wallboard originating outside the CRD effective January 1, 2017~~	~~$500 per tonne~~
~~Contaminated Soil~~	~~$214 per tonne~~
Dead Animal	$254 per tonne
Fibre Optic Cable	$214 per tonne
Food Processing Wastes	$214 per tonne
Health Hazard Waste	$214 per tonne
International ~~High Risk Cruise Ship~~ Waste	$500 per tonne
International Waste (effective January 1, 2028)	$725 per tonne
~~Knotweed~~ Noxious weeds	$59 per tonne
Miscellaneous Controlled Waste	$214 per tonne
Pumpings from septage treatment facilities containing residual sludge	$214 per tonne
Pumpings from sewage treatment plants, pump stations and sewer lines	$214 per tonne
Screenings from sewage treatment plants, septage treatment facilities and pump stations	$214 per tonne
Sharps	$254 per tonne
Slurries which may contain non-hazardous solids, soil, sand, gravel, fibres, fats, oils and grease or mineral oil and grease	$214 per tonne
Soot and Ash	$214 per tonne
Spent charcoal from water purification plants and odour filters	$214 per tonne
Surface Coating Waste	$214 per tonne
Vehicle Washing Facility Waste	$214 per tonne
Vermiculite Insulation	$214 per tonne
Waste Sludge from sewage treatment plants containing no more than 80% total moisture	$165 per tonne

SCHEDULE "F"

(Bylaws 4497, 4610, 4785)

RECYCLABLE MATERIALS
RECEIVED AT HARTLAND LANDFILL AT A DESIGNATED LOCATION AT THE PUBLIC DROP OFF AREA (SMALL SOURCE SEPARATED LOADS)

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3881

Mandatory Recyclable Material
EPR Products
Clean Wood Waste (Effective January 1, 2024)
Asphalt Roofing Shingles (Effective July 1, 2024)
Treated Wood and Wood Products (Effective July 1, 2024)
Non-EPR Corrugated Cardboard
Propane Tanks and fire extinguishers
White Goods
Non-EPR Mixed Paper
Scrap Metal
Yard and Garden Material
Kitchen Scraps
Voluntary Recyclable Material
Books (textbooks, novels, soft and hardcover books)
Non-EPR Film plastic
Non-EPR Glass containers
Large rigid plastics
Mattresses and boxsprings
Non-EPR Rigid plastic containers
Non-EPR Polystyrene
Non-EPR Polycoated containers
Bicycle tubes and tires

SCHEDULE "G"

(Bylaw 4497)

EXTENDED PRODUCER RESPONSIBILITY PRODUCTS RECEIVED AT HARTLAND LANDFILL AT A DESIGNATED LOCATION AT THE PUBLIC DROP OFF AREA (SMALL SOURCE SEPARATED LOADS)

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3881

Product Category	Materials Accepted at Hartland
Beverage container	• ready-to-serve beverage containers made of aluminium, glass, paper, plastic and/or steel
Solvent and flammable liquids,	• flammables,
Gasoline, Pesticide,	• gasoline and pesticides
Lubricating oil, oil filter, Paint product, Lead acid battery, antifreeze	• lubricating oil and empty oil containers • used oil filters • paint • lead acid batteries • antifreeze
Electronic and electrical	• display products and accessories (TV, monitor, remote) • desktop computers and accessories (CPU, keyboard, mouse, cable) • portable computers and accessories (laptop, netbook, tablet) • printing, scanning and multifunction devices (printer, fax machine, scanner) • audio products and accessories (radio, record player/stereo, walkie talkie, MP3, earphones) • video products and accessories (camera, video console, VCR/DVD/PVR) • video gaming systems and accessories (game console, controller, joystick, cable) • non-cellular telephones and answering machines • aftermarket vehicle audio and video systems (speaker, vehicle display, GPS) • electronic musical instruments (guitar, drum set, keyboard) • IT and Telecom devices (router, Ethernet switch, telecom bridge, cash register • medical monitoring and control devices (thermometer, blood pressure device, stethoscope, microscope) • small appliances and power tools (kitchen countertop, personal care, floor cleaning, weight measurement, garment care, air treatment, time measurement, sports and leisure, power tools, sewing and textile, exercise machines) • residential lights (fluorescent tubes and bulbs (CFLs), halogen and incandescent lamps, light emitting diode (LED) lamps, light ballasts

	(that may contain PCB), High Intensity Discharge (HID) and other mercury containing lamps) • residential light fixtures and products (bike lights, ceiling fixtures, chandeliers, flashlights, floor lamps, light strings, outdoor fixtures, recessed/pot lights) • batteries for use in electronic and electrical products listed in this section including primary and rechargeable batteries
Tire	• automotive tires (unrimmed)
Printed Paper and Packaging from Residential Premises but not from **Industrial Commercial Institutional** operations	• Cardboard storage box • Cardboard storage • Cardboard moving boxes • Paper gift boxes • Paper bag • Paper lunch bag • Paper pinata • Paper gift bag • Paper party hat • Paper party décor • Newspapers • Newspaper Inserts • Magazines • Catalogues • Telephone Directories • Other Printed Media • Residential Printed Paper • Miscellaneous Printed Paper • Old Corrugated Cardboard • Paper cup (hot) (Polycoated liner) • Paper Cup (hot) (biodegradable liner) • Paper Cup (cold) (waxed) • Paper Cup (cold) (2-sided Polycoated) • Polycoated Milk Cartons • Aseptic Containers • Multi-laminated Paper Packaging • Old Boxboard (OBB) • Wet Strength Boxboard • Moulded Pulp • Kraft Papers • Polycoated Boxboard • High-density polyethylene Films • Low-density polyethylene / Linear Low-density polyethylene Films • Polystyrene Clamshells Expanded polystyrene • Polystyrene Trays/Plates Expanded polystyrene • Polystyrene Meat Trays Expanded polystyrene • Polystyrene Hot Drink Cups Expanded polystyrene • Polystyrene Cushion Packaging Expanded polystyrene • Polyethylene terephthalate Bottles (non-beverage) • Polyethylene terephthalate Jars • Polyethylene terephthalate Clamshells

	• Polyethylene terephthalate Trays • Polyethylene terephthalate Tubs & Lids • Polyethylene terephthalate Cold Drink Cups • High-density polyethylene Bottles (non-beverage) • High-density polyethylene Jars • High-density polyethylene Pails • High-density polyethylene Trays • High-density polyethylene Tubs & Lids • High-density polyethylene Planter Pots • Polyvinyl chloride Bottles • Polyvinyl chloride Jars • Polyvinyl chloride Trays • Polyvinyl chloride Tubs & Lids • Low-density polyethylene Bottles (non-Beverage) • Low-density polyethylene Jars • Low-density polyethylene Tubs & Jars • Polypropylene Bottles (non-beverage) • Polypropylene Jars • Polypropylene Clamshells • Polypropylene Trays • Polypropylene Tubs & Lids • Polypropylene Cold Drink Cups • Polypropylene Planter Pots • Polystyrene Bottles (non-beverage) • Polystyrene Clamshells (rigid) • Polystyrene Trays (rigid) • Polystyrene Tubs & Lids (rigid) • Polystyrene Tubs & Lids (high impact) • Polystyrene Cold Drink Cups (rigid) • Polystyrene Planter Pots • Other1 Plastic Bottles (non-beverage) • Other Plastic Jars • Other Plastic Clamshells • Other Plastic Trays • Other Plastic Tubs & Lids • Other Plastic Cold Drink • Other Plastic Planter Pots • Steel Cans (non-beverage) • Steel Aerosol Cans • Spiral Would Cans (steel ends) • Aluminum Cans (non-beverage) • Aluminum Aerosol Cans • Aluminum Foil and Foil Containers • Bimetal Containers/Aerosols • Clear Glass Bottles and Jars (non-beverage) • Coloured Glass Bottles and Jars (non-beverage)

[1] 'Other' plastic packaging is typically: manufactured from a combination of recycled resins; manufactured with a barrier layer; or, lacking a resin code mark.

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Regional District Price Index Development Update**

ISSUE SUMMARY

Following discussion at the 2027 provisional budget meeting, this report updates the Board on work to develop a Regional District Price Index (RDPI). The intent of the RDPI is to help explain changes in the prices the Capital Regional District (CRD) pays to deliver services, and to complement the Consumer Price Index (CPI), which measures household price pressures.

Preliminary results are encouraging as a planning tool. They provide a more relevant view of the CRD's input costs and show why those costs can move differently than CPI. Staff are continuing to refine and validate the model. Formal adoption of an index or budget target is not currently requested.

BACKGROUND

The CRD delivers a broad mix of services, including responsibilities the province delegates, statutory and regulatory obligations and services established regionally, subregionally or for local areas. Once established, these services often require ongoing operations, asset management, compliance and reporting.

This mix of services shapes the CRD's operating and capital costs. Infrastructure responsibilities make construction, engineering, maintenance and specialized equipment significant cost drivers, along with labour and contracted services. As a result, the CRD's cost pressures differ from those reflected in a household consumer basket.

The Board has historically used Victoria CPI and, at times, British Columbia CPI as budget reference points. CPI, produced by Statistics Canada, measures price changes for a representative household consumer basket. It is useful for understanding cost-of-living pressures and taxpayer affordability, but it is not designed to measure the prices the CRD pays to deliver services.

The RDPI is intended to answer the question: *How are prices changing for a comparable mix of in-scope CRD inputs?* It measures input-price change only. It does not measure the additional resources that may be required to maintain service levels as population, demand, regulatory requirements or asset conditions change.

Table 1: Two Baskets Answering Different Questions

Measure	What it Measures	How it Helps the Board
CPI	Price changes for a representative household basket, including food, shelter and transportation	Provides context for household financial pressures and affordability discussions
RDPI	Price changes for a comparable quantity and mix of inputs used in CRD service delivery	Helps identify inflation affecting CRD operations and infrastructure

Budget Interpretation

Board direction to manage requisition or property-tax growth with reference to CPI is an affordability and policy objective; it is not a measure of changes in the CRD's cost of service delivery. Where CRD input-price inflation, demand pressures and Board-directed changes exceed an affordability target, the difference must be addressed through additional revenue, productivity or efficiency measures, deferrals, changes in scope or service levels, reserve or financing decisions or acceptance of additional operational risk.

Comparable municipal price-index approaches have been developed elsewhere. Edmonton publishes a Municipal Price Index for municipal operating expenses and Calgary has reported municipal price-index assumptions in budget materials. Union of BC Municipalities considered related resolutions in 2012 and 2020; however, no additional public developments have been identified.

What Staff Have Been Developing

The model combines CRD financial-system expenditure data with industry and sector specific contractual rates and external price information, including Statistics Canada data. Spending weights reflect the relative importance of each input in the CRD’s service profile. Earlier pilots used the term Municipal Price Index; RDPI identifies the model’s application to the CRD.

The Operating RDPI covers labour, contracted services, materials and supplies, repair and maintenance, utilities and fuel in comparable industries and sectors, such as housing operations and public utilities. The Capital RDPI covers construction, design and consulting, project management and equipment for similar CRD industries and sectors. A Composite RDPI combines the operating and capital components using the CRD’s in-scope expenditure mix.

The development model assigns approximately 60% of the combined basket to operating inputs and 40% to capital inputs. Labour is the largest operating category, and construction is the largest capital category. Separate operating and capital readings are therefore useful alongside the composite result.

Preliminary Results

The July 2026 development analysis used in the earlier Board draft provides the following preliminary readings. These results remain subject to validation and are not presented as a finalized October model update.

Table 2: Preliminary Readings

Measure	2024 %	2025 %	Cumulative %
Operating RDPI	3.8	3.2	7.1
Capital RDPI	7.8	4.5	12.6
Composite RDPI	5.1	3.7	9.1
Victoria CPI Annual Average	2.5	2.3	4.9
Difference Between Composite RDPI and Victoria CPI	(2.6)	(1.4)	(4.2)

Over the last two years, the cumulative Composite RDPI exceeded Victoria CPI by approximately 4.2 percentage points. In 2024 the Composite RDPI was 5.1% and Victoria CPI was 2.5%, a difference of 2.6 percentage points. These preliminary results illustrate that CRD input-price pressures can differ materially from household inflation.

For scale, applying those rounded differences to a constant illustrative $275 million of in-scope expenditure gives illustrative price effects of $3.9 million for 2025 and $7.2 million for 2024. These are separate annual illustrations. They are not measured funding shortfalls, cumulative debt, requisition requirements or household tax impacts.

IMPLICATIONS

Affordability and Cost of Delivering Services

The Board must consider both taxpayer affordability and the resources needed to deliver approved services. A CPI-informed budget or requisition target can express an affordability objective. The RDPI can help explain the input-price pressures that must be managed within that objective.

Differences between CPI and RDPI do not automatically require an equivalent tax increase. The budget also reflects non-tax revenues, grants, efficiencies, reserves, financing and the services in which each jurisdiction participates. Household tax impacts also depend on apportionment and assessment changes.

Distinction Between Price Increases and Additional Work

The RDPI holds the quantity and mix of inputs comparable. More inputs may be required to maintain a standard of service as population, demand or regulatory requirements increase, even without a discretionary service expansion. Those added requirements sit outside a price-only index.

Corporate Plan initiatives and Board strategic priorities may also add work, accelerate delivery or change service expectations. Their resource implications should be shown separately from inflation, with any reprioritization or offsets identified. Delivering additional work within an inflation allowance requires capacity, productivity gains or other trade-offs; the allowance itself does not fund that additional work.

How Unresolved Pressures Can Accumulate

Where resources remain below the cost of delivering approved services and commitments, efficiencies and additional revenues may close the gap. Where they do not, the remaining choices include changing scope or service levels, adjusting timing, using reserves where appropriate, or accepting additional risk. Making these choices visible supports informed budget decisions.

Repeated deferrals can leave work to be addressed later. Deferred system renewal or maintenance can create technical debt through obsolete technology, workarounds and rising support costs. Unfunded workload can create resource debt through backlogs, stretched staff capacity and delayed delivery. Deferred infrastructure renewal can also increase future rehabilitation costs and service risk.

These terms describe accumulated operational pressures. They are not accounting liabilities or amounts measured by the RDPI. Temporary restraint does not necessarily create a lasting backlog, and a CPI-RDPI difference alone does not prove that one exists. Service, workforce and asset-conditioning evidence are needed to establish the actual consequences.

Used with that evidence, the RDPI could help the Board distinguish the price of existing inputs from the resources required for additional work. It could also help assess whether short-term affordability measures are sustainable. The RDPI would supplement the budget review process and preserve the Board’s authority to set priorities, service levels and acceptable tax impacts.

Validation and Potential Use

Staff will continue refining and validating the RDPI to ensure it reflects the CRD’s infrastructure responsibilities, service profile, expenditure mix and available price information. This work will focus on confirming the model’s overall reliability, documenting key assumptions and determining how the index could appropriately support future budget planning, service-level discussions and Board decision-making.

The Operating RDPI could help inform operating-budget inflation assumptions, while the Capital RDPI could support project escalation and asset planning. Any future use would remain subject to further review and would supplement, rather than replace, service-specific analysis and Board judgement.

Potential Application by Municipalities

The RDPI framework can be shared once it has been further tested and validated. A municipality could easily adapt it using its own service delivery, expenditure data and responsibilities. For example, police and fire services will require sector data, distinct wage agreements, contract escalators and equipment inputs.

The current work remains focused on the CRD. It does not propose that the CRD construct or maintain customized indices for municipalities. Each municipality would need to develop and validate its own service basket and assumptions. The CRD's index reading would not be a substitute for that work.

CONCLUSION

The RDPI offers a promising way to explain input-price pressures within the CRD's cost of service delivery. Alongside CPI and service-specific evidence, it could help the Board consider affordability, the cost of existing services and the resources required for additional commitments. Development and validation will continue before any recommendation on formal adoption.

RECOMMENDATION

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

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

ATTACHMENTS

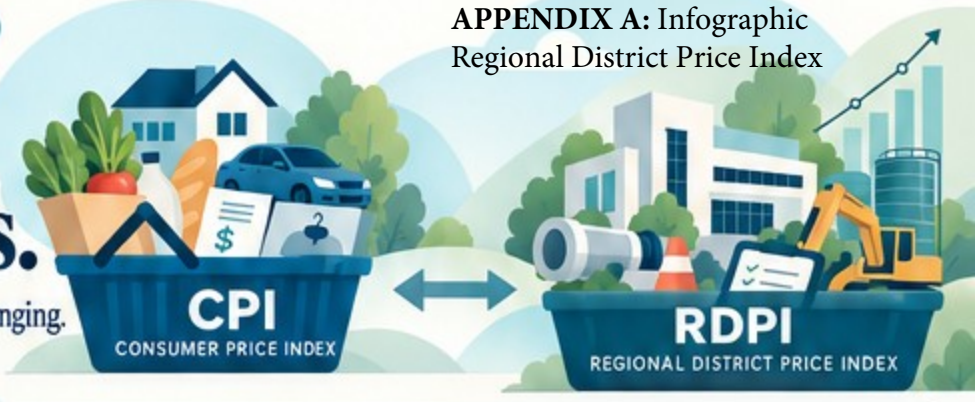
Appendix A: Infographic – Regional District Price Index
Presentation: Update on the Development of a Regional District Price Index (RDPI)

APPENDIX A: Infographic
Regional District Price Index

CAPITAL REGIONAL DISTRICT (CRD) | OCTOBER 7, 2026 BOARD REPORT

One word: inflation. Two very different baskets.

CPI shows what households pay. RDPI shows how CRD input prices are changing.



1 TWO BASKETS, TWO QUESTIONS

CPI
Consumer Price Index

AFFORDABILITY LENS

Measures price changes for a **representative** household basket. Useful for understanding cost-of-living pressure and taxpayer affordability.

- Food
- Shelter
- Transportation
- Household operations
- Health & personal care

RDPI
Regional District Price Index

SERVICE-COST LENS

Measures year-over-year price changes for a comparable quantity and mix of in-scope CRD service-delivery inputs. Excludes service expansions and does not capture additional resources needed for population growth, demand, regulatory requirements or asset condition changes.

- Labour
- Contracted services
- Construction
- Materials & supplies
- Utilities & fuel
- Equipment

Same idea – fixed basket price change.

Different basket – different answer.

2 HOW RDPI IS BUILT

A transparent, data-driven model using CRD spending and external price information.

CRD expenditure data
Financial system data for in-scope services.

Group comparable inputs
Align to CRD service-delivery categories (operating and capital).

Assign spending weights
Reflects the relative importance of each input in the CRD's service profile.

Apply price information
Use contractual rates, sector-specific external pricing and Statistics Canada data.

Calculate component indexes

Operating RDPI
Labour, contracted services, materials & supplies, repair & maintenance, utilities & fuel.

Capital RDPI
Construction, design & consulting, project management & equipment.

Combine into Composite RDPI
Weighted average of operating and capital compoments using CRD's expenditure mix.

3 THE PRELIMINARY SIGNAL

Preliminary July 2026 development results (subject to validation).

PRELIMINARY — SUBJECT TO VALIDATION

Annual price change

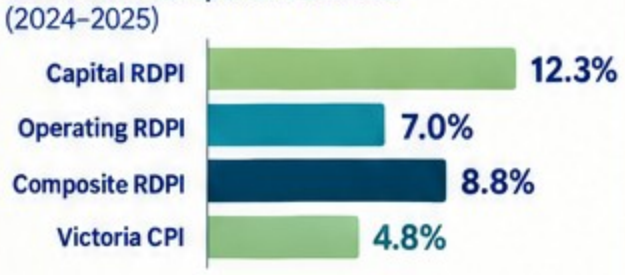


Cumulative 2024–2025



+4.0 percentage-point gap
(Composite RDPI – CPI)

Cumulative component indexes (2024–2025)



Illustrative impact: On $100 million of in-scope spending, the RDPI–CPI difference represents about:

$2.6M in 2024 | **$1.4M** in 2025 | **$4M** cumulative over two years

4 PRICE PRESSURE IS NOT THE SAME AS MORE WORK

The RDPI measures higher prices for the same services.

Same quantity and mix of services × **Higher input prices** (e.g., labour, materials, fuel, construction) = **RDPI** Price change for a fixed basket of CRD inputs.

These factors are outside a price-only index.

- Population growth
- Increasing demand
- Regulatory requirements
- Asset condition and renewal needs
- New Board priorities or service changes

These can increase the resources needed to maintain service levels but are not captured in the RDPI.

5 WHEN AFFORDABILITY < SERVICE-COST PRESSURE

If CRD input-price inflation and other pressures exceed an affordability target, the Board can consider a mix of options:

CPI–RDPI gap creates pressure on the budget.

- Additional revenue
- Productivity / efficiency measures
- Deferrals or timing changes
- Changes to scope or service levels
- Reserves or financing decisions
- Acceptance of additional operational risk

Repeated unresolved pressure can manifest as **technical debt, resource debt or deferred infrastructure renewal**. These are not accounting liabilities, and a CPI–RDPI gap **alone does not** prove a backlog. Service, workforce and asset-condition evidence is needed.

6 THE BOTTOM LINE

CPI is the affordability lens. RDPI is the service-cost lens.
Better budget decisions require both.

RDPI is a planning and explanatory tool under development — not a proposed automatic tax target.

SELECT REFERENCES

CRD Board Report
October 7, 2026
(Item 6.1 – CRD Price Index Development Update)

Statistics Canada
Consumer Price Index (CPI)
Table 18-10-0004-01 (CPI basic update frequencies, components and methodology)

City of Edmonton
Municipal Price Index
Methodology and input expense mix, service categories and examples

City of Calgary
Municipal price index
(input cost components)

Northern Illinois University
Center for Governmental Studies
Municipal price index

CAPITAL REGIONAL DISTRICT BOARD
OCTOBER 7, 2026

Update on the development of a Regional District Price Index (RDPI)

How the CRD Measures What it Costs to Deliver Your Services



One word: inflation.
Two very different baskets.

1 TWO BASKETS, TWO QUESTIONS

CPI
Consumer Price Index

AFFORDABILITY LENS

Measures price changes for a **representative** household basket. Useful for understanding cost-of-living pressure and taxpayer affordability.

- Food
- Shelter
- Transportation
- Household operations
- Health & personal care

RDPI
Regional District Price Index

SERVICE-COST LENS

Measures year-over-year price changes for a comparable quantity and mix of in-scope CRD service-delivery inputs. Excludes service expansions and does not capture additional resources needed for population growth, demand, regulatory requirements or asset condition changes.

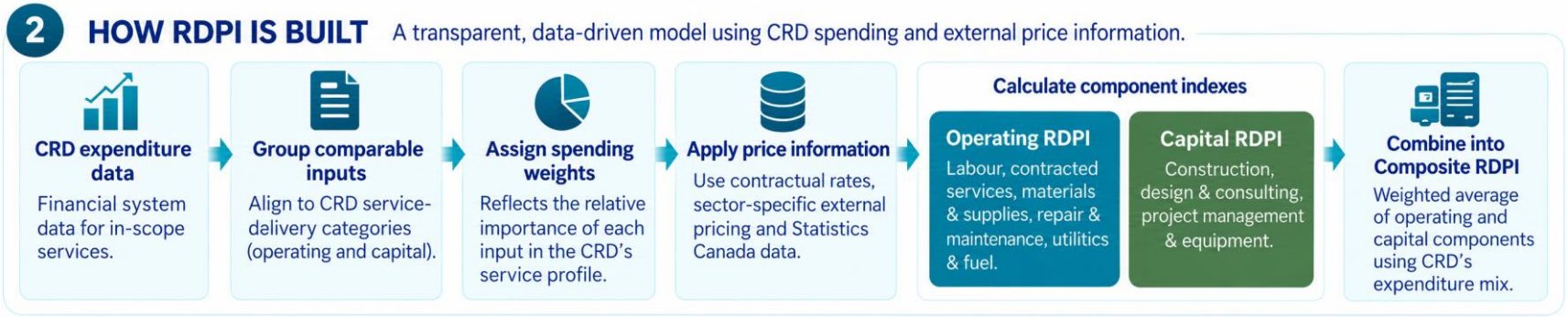
- Labour
- Contracted services
- Construction
- Materials & supplies
- Utilities & fuel
- Equipment

Same idea – fixed basket price change.

Different basket – different answer.

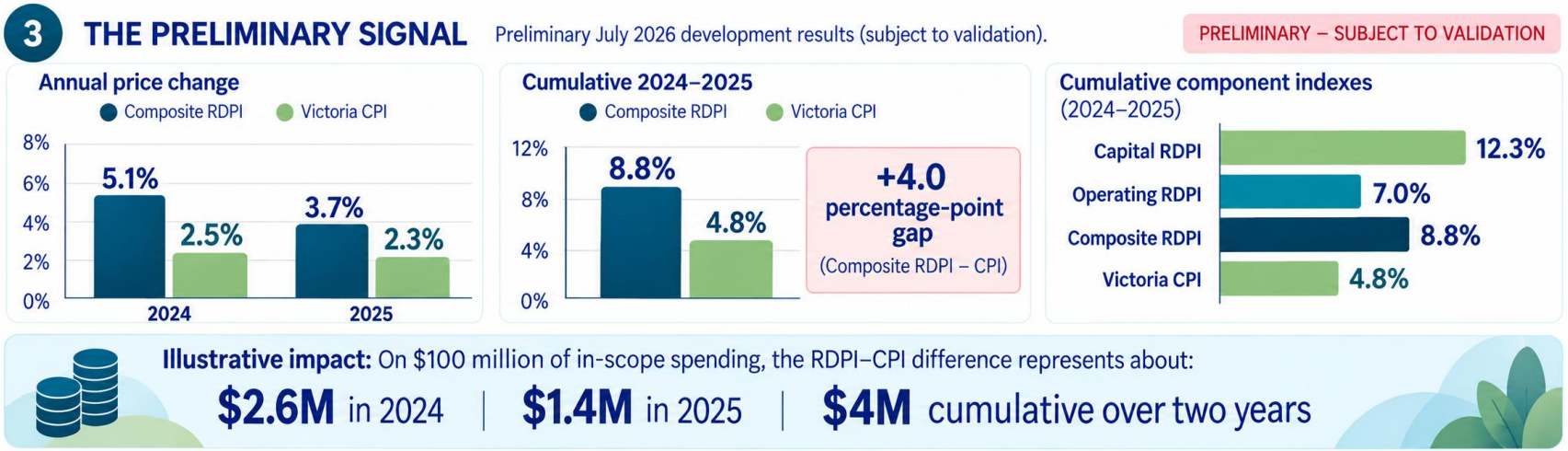
Key Message: CPI shows what households pay. RDPI shows how CRD input prices are changing.

A methodical model built around how the CRD actually spends. Built from CRD data. Grounded in sector-specific prices.



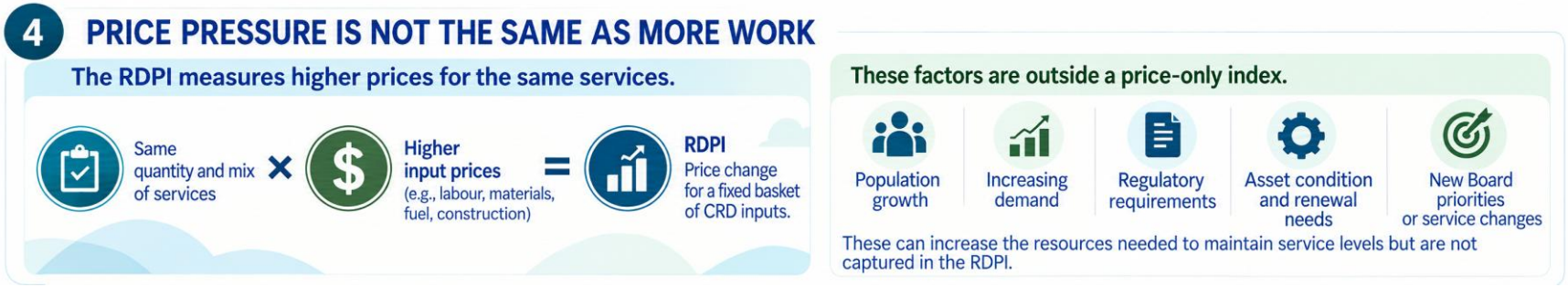
Key Message: Each input is weighted based on its relative importance in CRD's spending profile, rather than a generic basket.

Different cost baskets are producing different inflation signals. RDPI shows why CPI alone can miss CRD cost pressures.



Key Message: Over the two-year period, the composite RDPI increased 8.8% cumulatively versus 4.8% for CPI, a 4.0% gap.

Price inflation and service growth are two different pressures. Separate the price of existing services from the cost of doing more.



Key Message: RDPI holds the quantity and mix of inputs comparable, so it measures price change rather than service expansion.

THE TAKEAWAY

Affordability and service cost must be managed together. The gap is not a tax target - it is a management signal.

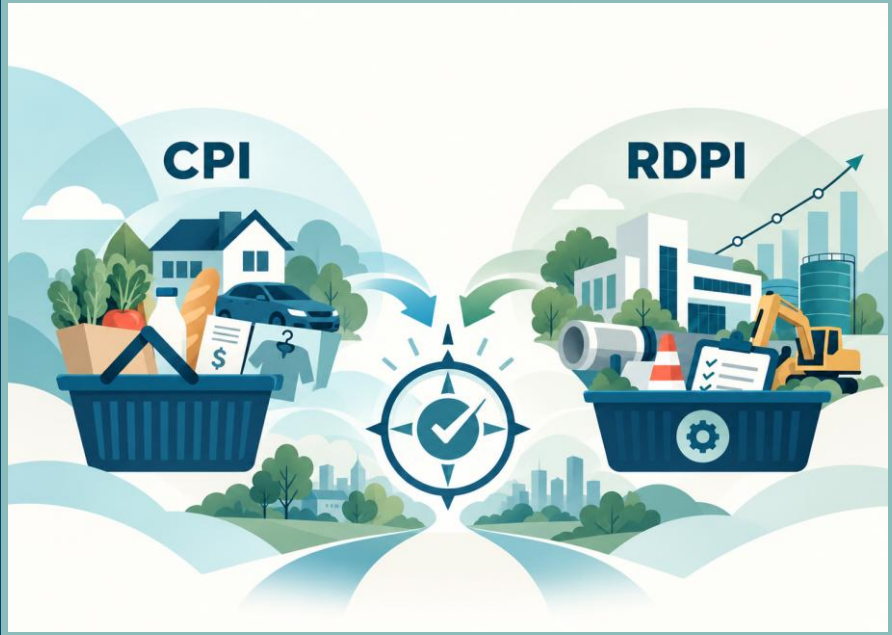




Key Message: CPI helps frame what is affordable, RDPI helps explain what existing services cost - giving the Board a clearer basis for trade-offs, priorities and risk.

THANK YOU

Questions and discussion



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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Bylaw No. 4807: Temporary Borrowing (Beddis 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 $320,000 on a temporary basis for capital expenditures authorized under Loan Authorization Bylaw No. 4752 for the Beddis Water Service.

BACKGROUND

On September 9, 2026, the CRD Board adopted Bylaw No. 4752, "Beddis Water Service Loan Authorization Bylaw No. 1, 2026", authorizing borrowing of up to $320,000 for capital renewal and infrastructure upgrades to the Beddis water 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
2.624 Beddis Water (SSI)	Temporary Borrowing Bylaw No. 4807	To authorize temporary borrowing for capital expenditures under Loan Authorization Bylaw No. 4752	Temporary Borrowing (Beddis Water Service) Bylaw No. 1, 2026

ALTERNATIVES

Alternative 1
1. That Bylaw No. 4807, "Temporary Borrowing (Beddis Water Service) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4807 be adopted.

Alternative 2
That Bylaw No. 4807 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. 4752. Temporary borrowing may not exceed the $320,000 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 September 8, 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. 4807 before the five-year borrowing authority under Loan Authorization Bylaw No. 4752 ends may later be repaid using long-term borrowing proceeds, subject to applicable approvals. Adoption of Bylaw No. 4752 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. 4807 would authorize the temporary borrowing of up to $320,000 for capital renewal and infrastructure upgrades to the Beddis Water Service, without committing 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. 4807, "Temporary Borrowing (Beddis Water Service) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4807 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:	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:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4807: "Temporary Borrowing (Beddis Water Service) Bylaw No. 1, 2026"

APPENDIX A

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4807

****

A BYLAW TO AUTHORIZE TEMPORARY BORROWING
OF THREE HUNDRED AND TWENTY THOUSAND DOLLARS ($320,000)
FOR UPGRADES TO THE BEDDIS WATER TREATMENT PLANT

****

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. 4752, cited as "Beddis Water Service Loan Authorization Bylaw No. 1, 2026", in the amount of Three Hundred and Twenty Thousand Dollars ($320,000); 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 Three Hundred and Twenty Thousand Dollars ($320,000), 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. 4752.

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 (Beddis 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

Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Bylaw No. 4808: Temporary Borrowing (Core Area Wastewater Treatment Plant) 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 $34,840,000 on a temporary basis for capital expenditures authorized under Loan Authorization Bylaw No. 4699 for the Core Area Wastewater Treatment Program.

BACKGROUND

On September 9, 2026, the CRD Board adopted Bylaw No. 4699, "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026", authorizing borrowing of up to $34,840,000 for capital upgrades and renewal work. 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
3.798C Debt-Core Area Wastewater Treatment Program	Temporary Borrowing Bylaw No. 4808	To authorize temporary borrowing to support capital projects under Loan Authorization Bylaw No. 4699	Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 1, 2026

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4808, "Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4808 be adopted.

Alternative 2

That Bylaw No. 4808 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. 4699. Temporary borrowing may not exceed the $34,840,000 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 September 8, 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. 4808 before the five-year borrowing authority under Loan Authorization Bylaw No. 4699 ends may later be repaid using long-term borrowing proceeds, subject to applicable approvals. Adoption of Bylaw No. 4699 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. 4808 would authorize the temporary borrowing of up to $34,840,000 for capital upgrades and renewal work in the Core Area Wastewater Treatment Program, without committing 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. 4808, "Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4808 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:	Alicia Fraser, P. Eng., General Manager, Infrastructure and Water 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. 4808: "Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 1, 2026"

APPENDIX A

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4808

****

A BYLAW TO AUTHORIZE TEMPORARY 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. 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. 4699, cited as "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 1, 2026", in the amount of Thirty-Four Million, Eight Hundred and Forty Thousand Dollars ($34,840,000.00); 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 Thirty-Four Million, Eight Hundred and Forty Thousand Dollars ($34,840,000.00), 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. 4699.

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 (Core Area Wastewater Treatment Plant) 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

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Bylaw No. 4809: Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 2, 2026**

ISSUE SUMMARY

Board adoption of a temporary borrowing bylaw is requested to authorize the Capital Regional District (CRD) to borrow up to $24,450,000 on a temporary basis for capital expenditures authorized under Loan Authorization Bylaw No. 4750 for the Core Area Wastewater Treatment Program.

BACKGROUND

On June 10, 2026, the CRD Board adopted Bylaw No. 4750, "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 2, 2026", authorizing borrowing of up to $24,450,000 for capital renewal and infrastructure upgrades to the wastewater treatment and conveyance system under the approved Capital Regional District Liquid Waste Management Plan. 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
3.798C Debt – Core Area Wastewater Treatment Program	Temporary Borrowing Bylaw No. 4809	To authorize temporary borrowing for capital expenditures under Loan Authorization Bylaw No. 4750	Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 2, 2026

ALTERNATIVES

Alternative 1
1. That Bylaw No. 4809, "Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 2, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4809 be adopted.

Alternative 2
That Bylaw No. 4809 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. 4750. Temporary borrowing may not exceed the $24,450,000 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 September 9, 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. 4809 before the five-year borrowing authority under Loan Authorization Bylaw No. 4750 ends may later be repaid using long-term borrowing proceeds, subject to applicable approvals. Adoption of Bylaw No. 4750 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. 4809 would authorize the temporary borrowing of up to $24,450,000 for capital renewal and infrastructure upgrades to the wastewater treatment and conveyance system under the approved CRD Liquid Waste Management Plan, without committing, 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. 4809, "Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 2, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4809 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:	Alicia Fraser, P. Eng., General Manager, Infrastructure and Water 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. 4809: "Temporary Borrowing (Core Area Wastewater Treatment Plant) Bylaw No. 2, 2026"

APPENDIX A

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4809

****

A BYLAW TO AUTHORIZE TEMPORARY BORROWING OF TWENTY-FOUR MILLION, FOUR HUNDRED AND FIFTY THOUSAND DOLLARS ($24,450,000) FOR THE WORKS RELATED TO THE LIQUID WASTE MANAGEMENT CORE AREA AND WESTERN COMMUNITIES SERVICE

****

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. 4750, cited as "Core Area Wastewater Treatment Plant Loan Authorization Bylaw No. 2, 2026", in the amount of Twenty-Four Million, Four Hundred and Fifty Thousand Dollars ($24,450,000.00); 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 Twenty-Four Million, Four Hundred and Fifty Thousand Dollars ($24,450,000.00), 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. 4750.

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 (Core Area Wastewater Treatment Plant) Bylaw No. 2, 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

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 07, 2026

SUBJECT **Bylaw No. 4810: Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2026**

ISSUE SUMMARY

Approval of a Revenue Anticipation Borrowing (General Purpose) Bylaw authorizing borrowing of up to $110 million, if required, in advance of 2027 requisition and other anticipated receipts.

BACKGROUND

Under Section 404 of the *Local Government Act*, regional districts may adopt a revenue anticipation borrowing bylaw to secure short-term funding needed to meet financial obligations in advance of expected revenues. The section requires that all funds borrowed be repaid upon receipt of revenues.

The Capital Regional District (CRD) raises funds each year for operating and capital expenditures from multiple revenue sources, including fees and charges, requisition and grants. The timing of these revenue receipts varies throughout the year, and in many cases, they are delayed from the associated service delivery expenditures. As a result, CRD services may experience short-term borrowing requirements during the year.

Annually, the CRD and the Capital Regional Hospital District (CRHD) present a revenue anticipation borrowing bylaw and a resolution, respectively, for Board approval. The benchmark borrowing limit is four-twelfths (4/12) of approved annual budgeted expenditures for the CRHD and two-twelfths (2/12) for the CRD.

The higher ratio for the CRHD reflects the nature of its cashflow cycle. The Hospital District primarily funds capital commitments to Island Health and Municipal Financing Authority (MFA) debt payments, while its principal revenue inflow (the annual requisition) is collected once per year in August. In contrast, the CRD has a much larger and more diversified budget, supported by ongoing inflows from user fees, service charges and grants received throughout the year. As a result, the CRHD's borrowing ratio is higher to bridge the extended revenue gap, whereas the CRD's ratio remains lower due to its access to multiple continuous sources of working capital.

The proposed CRD revenue anticipation bylaw authorizes short-term borrowing of up to approximately two-twelfths (2/12) of estimated annual expenditures, providing liquidity to ensure uninterrupted service delivery and cost-effective financing. For 2027, based on current cashflow forecasts, the recommended borrowing limit is $110 million. This is approximately two-twelfth (2/12) of the estimated 2027 provisional operating and capital budget of approximately $660 million.

When utilized, the CRD may borrow funds using existing overdraft arrangements within current banking agreements or through the MFA. As of September 14, 2026, the Royal Bank of Canada's overdraft rate is 4.45%, while the MFA's short-term borrowing rate is 2.89% (both are variable rates).

ALTERNATIVES

Alternative 1
1. That Bylaw No. 4810, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4810 be adopted.

Alternative 2
That Bylaw No. 4810 be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

Historically, staff have presented the revenue anticipation bylaw as an annual fiscal risk management tool. The bylaw provides authority for short-term borrowing to manage temporary cashflow timing differences between expenditures and revenues.

In 2025, the CRD utilized this borrowing authority for the first time to effectively manage working capital. The facility was accessed on a short-term basis to support cashflow continuity and was fully repaid upon receipt of anticipated revenues. As of the date of this Board report, no amount remains outstanding.

Short-term borrowing may provide a cost-effective means of managing temporary cashflow gaps. Funding decisions will consider borrowing costs, investment income retained and liquidity requirements.

Effective January 1, 2027, the proposed revenue anticipation bylaw limit of $110 million will allow the CRD to leverage short-term borrowing to address working capital needs based on anticipated requisition and other revenue sources. These funds will only be accessed when necessary and will be repaid upon receipt of anticipated revenues, in compliance with Section 404 of the *Local Government Act*. Adoption of this bylaw will provide the CRD with flexibility to manage revenue timing variations and working capital requirements for the upcoming fiscal year.

CONCLUSION

This proposed bylaw is brought forward annually for consideration. Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2026 is necessary to authorize borrowing to cover short term expenditures in 2027 if required, pending receipt of anticipated revenues.

RECOMMENDATION

1. That Bylaw No. 4810, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4810 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. 4810: "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2026"

APPENDIX A

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4810

****

A BYLAW TO PROVIDE FOR THE BORROWING OF $110,000,000.00 REQUIRED TO MEET CURRENT LAWFUL EXPENDITURES OF THE CAPITAL REGIONAL DISTRICT

****

WHEREAS:

A. The Capital Regional District Board does not have sufficient money on hand to meet the current lawful expenditures; and

B. The Board of the Capital Regional District is empowered by Section 404 of the *Local Government Act* to pass and adopt a bylaw to provide for borrowing of money required to meet the current lawful expenditures of the Capital Regional District, and there are no liabilities outstanding per s. 404.

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

1. It shall be lawful for the Board of the Capital Regional District to borrow upon the credit of the Regional District the maximum sum of One Hundred and Ten Million Dollars ($110,000,000.00) being the amount deemed by the Regional District to be required to meet January 1, 2027 to December 31, 2027 lawful current expenditures of the Capital Regional District.

2. All principal borrowed, along with the interest thereon, shall be repaid upon the receipt of anticipated revenues.

3. The Board of the Capital Regional District hereby pledges as security for the liability incurred under this bylaw, that part of current revenue necessary to fully satisfy any liability created, and the money borrowed shall be a first charge against current revenue received.

4. The sum of money so borrowed shall be expended to meet the current lawful expenditures of the Regional District during the year 2027 and for no other purpose or purposes.

5. The form of obligation to be given as acknowledgment of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chair and the Financial Administration Officer.

6. This Bylaw shall come into force January 1, 2027, and may be cited as “Revenue Anticipation Borrowing (General Purpose) 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

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Youth Counsellor Funding – Existing Service, Grant-in-Aid, or New Service**

ISSUE SUMMARY

To present options for ongoing funding of a youth counselling position associated with the Mobile Youth Services Team ("MYST"), a youth-focused anti-exploitation unit operating in the capital region.

BACKGROUND

On July 8, 2026, the Capital Regional District Board passed the following motion:

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

The Mobile Youth Services Team, or MYST, is a collaboration between local police forces in the capital region and the Pacific Centre Family Services Association ("PCFSA"), to provide a team consisting of a police officer and a youth counsellor to support vulnerable, at-risk youth in danger of sexual exploitation or gang involvement. It was formed after recognition of an increase in youth prostitution and exploitation in the capital region was identified by police, front-line workers, and municipal leaders in the late 1990s and early 2000s. Starting in 2026, a Ministry of Child and Family Services worker has been assigned to work with the team. A backgrounder on MYST is enclosed as Schedule A.

In June 2026, PCFSA wrote to regional local governments requesting creation of a contribution service in the amount of $150,000 per year, to pay for a full-time counsellor salary and administration, travel, and overhead, with cost sharing based on population and service demand. The proposal excluded Colwood and Langford, who jointly fund a separate but similar full-time position just for those communities by way of municipal grant-in-aid (Schedule B). The proposal requests bridge-financing until a service is created, as the current Federal funding for the position is ending.

This report details options for new service establishment, service amendment, and providing grant funding.

IMPLICATIONS

Alignment with Existing Plans & Strategies

The CRD Board has advocated for increased support levels and ongoing funding for MYST to the Provincial and Federal governments for several years, without funding materializing except in the form of one-time grants.

CRD currently offers two justice and youth related services:

- The Greater Victoria Victim Services contribution service, which provides a single operating grant of $330,000 annually to the Greater Victoria Police Victims Services Society; and
- The Victoria Family Court and Youth Justice Committee ("VFC&YJC") service, for operations and small grants, in the amount of $15,000 per year.

The contribution to the Greater Victoria Police Victims Services Society was established at Provincial request in the 1980s. The society works in partnership with the seven police agencies in Greater Victoria to provide police-based victims services, intaking 1,667 new clients and closing 1,788 files in 2025. While the service receives CRD funding, additional funding is obtained from senior-levels of government as well as donations and direct grants from individual municipalities seeking additional support.

The VFC&YJC has the power to fund third parties where the work relates to youth and family initiatives in the capital region, though it only has a $15,000 annual requisition. In 2024, it directed $5,000 to PCFSA to support a study on MYST, which resulted in a report by Dr. Rebeccah Nelems, PhD, a sociologist (Schedule C). The study details that in 2024, MYST served approximately 250 clients, and made the primary recommendation for MYST to secure long-term, ongoing funding to support and expand MYST.

Equity, Diversity & Inclusion / Social Implications

Funding an ongoing position will directly benefit at-risk and equity-seeking groups vulnerable to exploitation. Consistent service levels will directly benefit the community now and in-future by reducing negative interactions with the justice system and reducing recidivism, as well as breaking inter-generational cycles that arise when youth are exploited.

Legal Implications

The CRD has the following options for funding the MYST counsellor position:

- regional grant-in-aid to provide one-time or fixed-term funding for such a position;
- amending an existing service; or
- creating a new service.

Creating a New Service

A new service could be created with consent of participants, by way of alternative approval process or referendum. While municipalities could proceed by council consent, when creating non-regulatory services, electoral areas are required to run an alternative approval process or referendum for participation. As a result, an AAP would be recommended.

Creation of a new service would split the operating and granting function of the VFC&YJC from the ongoing funding of the MYST counsellor position. Any service would have a maximum requisition. Despite the request to omit Langford and Colwood from the contribution service, any service which excludes participants may lead to issues in future regarding the ability of the MYST team to service individual clients in those areas, and prior to considering this, Langford and Colwood should be approached to determine their interest in participating in the service.

Amending Existing Service

CRD could amend an existing service, by way of establishing bylaw amendment approved by two-thirds of participants, to increase a requisition and establish a contribution to PCFSA. Municipal consent and EA director consent would be acceptable participating area approval methods in these circumstances.

If approved, the Board would set out funding by way of its five-year financial plan, as with any other service, with budget information being requested from party receiving the contribution by the early Fall of each year. There would be no need for ongoing application for funding, similar to other ongoing contribution services.

A contribution agreement would be negotiated, setting out reporting obligations, how the contribution would be calculated, when it would be paid, and what service levels would be expected of the position.

The most relevant existing service which could be amended is the Victoria Family Court and Youth Justice service, which currently has the ability to provide assistance to youth and family programs in the capital region, but has a long-standing maximum $15,000 requisition which would need to be increased. The current participants include Langford and Colwood.

Regional Grant-in-Aid

The CRD Board may provide assistance to any person it deems operating a program or project of benefit to the community under its regional grant-in-aid powers. This funding is requisitioned from those participating areas deemed to be benefiting from the services.

The CRD Board has maintained a “no regional grant-in-aid” policy since 1994, based on the principle that the CRD should not fund matters that municipalities can address through their own grant programs or local priorities. Since that time, the Board has only approved three exceptions; Island Corridor Foundation to restore the E&N rail corridor (2012), Fort McMurray wildfire fundraising (2016), and the Ukrainian Aid and Displaced Persons Assistance Fund (2022).

Given the Board’s long-standing “no regional grant-in-aid” policy, regional grant-in-aid is not a suitable funding mechanism for the MYST counsellor position. In addition, as a regional funding tool, a regional grant-in-aid would include all member municipalities and electoral areas. To utilize this funding, the CRD Board must resolve by majority vote to provide a grant-in-aid and direct staff to negotiate or enter into a funding agreement. It would require a financial plan amendment by bylaw. The money would be requisitioned from those areas the Board deemed to be benefitting from the funding, which should be noted in the resolution.

Direct Delivery

Some local governments, such as Burnaby, which have direct relationships with police departments, directly fund similar youth and family counsellor positions, as well as restorative justice positions. While some regional district contribution services contain the option for direct delivery of the service by the regional district, that is not recommended in this case. CRD has no

similar direct delivery services nor a direct relationship with regional police forces.

Intergovernmental Implications

Prior to creating a new service or taking on a bylaw amendment and elector approval process, the Board may wish to gauge the level of interest from municipal councils by way of letter prior to reading a service establishment or amendment bylaw. PCFSA's proposed service excludes Langford and Colwood, but increasing the requisition for the VFC&YJC would necessarily include those jurisdictions. Confirmation of possible exclusion of the Southern Gulf Islands and Salt Spring Island Electoral Areas would also be necessary. Neither are current members of the VFC&YJC service or the Greater Victoria Police Victims Services funding service.

CONCLUSION

MYST continues to have precarious funding for its counsellor position. A contribution service or regional grant-in-aid could be used to direct funding, with an amendment to an existing similar service being a method with the least amount of CRD administrative overhead.

RECOMMENDATION

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

Submitted by:	Steven N. Carey, B.Sc, J.D., Senior Manager, Legal and 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: Mobile Youth Services Team: Sustaining a Proven Regional response for High-Risk Youth
Appendix B: Request for Funding – Pacific Centre Family Services Association
Appendix C: Rebeccah Nelems (PhD), *Mobile Youth Services Team: Critical Status Report and Recommendations* (26 September, 2024)



MOBILE YOUTH SERVICE TEAM (MYST)

Sustaining a Proven Regional Response for High-Risk Youth

Executive Briefing

Prepared for: Victoria Family Court Youth Justice Committee

Date: June 2026

Authored by: Deputy Chief Damian Kowalewich

INTRODUCTION

What MYST Is

MYST is a small, specialized, mobile, multi-disciplinary team serving vulnerable and high-risk youth across Greater Victoria.

The current model pairs:

- One police officer
- One youth and family counsellor
- As of May 2026, an embedded MCFD social worker

This model allows MYST to respond beyond traditional police boundaries — in schools, homes, hospitals, community settings, justice processes, and wherever youth and families need support.

A Proven Regional Model

MYST has served the Capital Regional District and at-risk youth in Greater Victoria for over 12 years in its current form and manages an evolving caseload of more than 250 files.

2025 IMPACT SNAPSHOT

In 2025, MYST supported approximately 120 youth, with an average age of 13.3 years.

Referrals came from schools, police, hospitals, MCFD, probation, community partners, and parents.

Key Impacts

- Gang involvement identified as the most common referral concern
- Direct support provided to youth reporting sexual assault and exploitation, including investigative and court-related support
- Prevention and education delivered across all three school districts, an Indigenous school, and multiple community and youth-focused groups
- Parent and community awareness sessions delivered in partnership with police agencies
- Collaboration with policing partners to protect a high-risk 12-year-old from online exploitation

CURRENT AND EMERGING RISKS IN GREATER VICTORIA

Youth risk factors in the region are evolving rapidly, particularly in the online environment.

Local police have identified the emergence of violent online exploitation networks targeting children and youth, with victims as young as 8 to 17 years old.

In confirmed local cases:

- Youth between ages 10–14 have been coerced into sexual exploitation online
- Victims have been manipulated into creating explicit content and controlled through coercion and threats
- These cases increasingly involve ongoing control and escalation of harm, rather than financial sextortion
- Youth have been pressured into self-harm and acts of violence

Beyond this, local trends continue to show increasing pressures related to:

- Online exploitation and sextortion
- Gang recruitment and normalization of violence
- Mental health challenges and social isolation
- Substance use and exposure to the toxic drug supply
- Homelessness and family instability

These risks are interconnected and accelerating.

WHY THE COUNSELLOR ROLE MATTERS

The counsellor role is not an "add-on." It is central to why MYST works. If the counsellor position is lost, the team will continue in a narrower police/MCFD form, but the service will lose:

- Immediate therapeutic support for youth
- Family counselling and parent/guardian education
- Specialized exploitation and gang-intervention support
- A trusted non-police pathway for youth disclosure and engagement
- Support that helps youth navigate investigations and court processes

While police and MCFD will continue to provide intervention, services will be narrower in scope, less flexible, and limited to each agency's authority and capacity.

Cost to Sustain the Position

The annual cost to maintain the counsellor position is approximately $150,000 per year.

This includes approximately:

- $120,000 in payroll
- Additional costs for administration, mileage, and operational support

This is a modest investment compared to the downstream costs of youth exploitation, gang involvement, criminal investigation, victimization, court involvement, hospitalization, and long-term social harm.

Consequences of Lost Funding

Without stable funding, Greater Victoria will face:

- Reduced early intervention for youth at risk of exploitation, gangs, and violence
- More fragmented support for complex, multi-agency cases
- Increased police and court workload
- Less support for victims through disclosure, investigation, and testimony
- Reduced prevention education in schools and community settings
- Loss of a proven integrated model at a time when youth risks are escalating

THE REQUEST

We encourage federal, provincial, regional, and municipal partners to work together to secure immediate bridge funding and establish a sustainable long-term funding model for the MYST counsellor position.

Stabilize and Strengthen a Proven Model

- Consideration should be given to retaining this team's core position after September 30, 2026.
- MYST is already integrated, trusted, mobile, specialized, and effective.

June 30, 2026

Dear Mayor and Council,

I am writing to raise concern about the ending of funding for the Mobile Youth Services Team and to ask Council to consider municipal support for this essential regional program.

The Mobile Youth Services Team operates across the CRD. It is a joint engagement model in which a Pacific Centre Family Services Association counsellor, MCFD social worker and a police officer meet directly with youth to support justice-system participation for victims and divert youth who have offended, or are at risk of offending, from deeper justice-system involvement.

This program provides real-time outreach, engagement, clinical and criminal justice service navigation based on the youth's needs in the moment. It reaches young people who may not attend office-based appointments, navigate services independently, or stay engaged long enough for delayed referrals to work.

The need is serious. Many youth supported through this program are facing violence, gang recruitment, sexual exploitation and trafficking, substance use and contact with police or the courts. These are not issues that can be addressed effectively through fragmented or delayed responses. For youth who have been victimized, especially those impacted by sexual assault or exploitation, the Mobile Youth Services Team helps reduce barriers to justice-system participation. A coordinated response from a counsellor and police partner can help a youth access protection and justice. For youth who have offended, or are at risk of offending, the program provides early intervention before justice involvement becomes entrenched. Youth on the edge of gang involvement, violence, or criminal exploitation often need immediate relational intervention, not a referral weeks later.

The funding gap for the counsellor position in this program sits between federal, provincial and municipal responsibility. Federal funding has supported this important work, but that funding is ending. Provincial systems are directly connected to the outcomes of this work, including policing, courts, victim services, child and youth mental health, and social services. When those funding streams end or fail to align, the impact is felt locally first. That is why municipal support matters. The risks this program addresses show up in local parks, schools, neighbourhoods, recreation spaces, shopping areas and transit exchanges. When youth are pulled into gang activity, sexual exploitation, violence, or deeper justice involvement, municipalities carry the consequences through increased policing pressures, community safety concerns, family distress, public disorder, and greater demand on local services.

This is also a regional issue. Youth do not stay neatly within municipal boundaries. A young person may live in one municipality, attend school in another, spend time socially in another, and come into contact with police or services somewhere else entirely. A shared regional funding approach is therefore more realistic and

effective than leaving each municipality to respond alone.

Losing this program would remove a practical prevention model at the exact point where intervention can still change outcomes. It would place more pressure on police, schools, families, community agencies, crisis services, and counselling programs.

I am asking Council to consider municipal funding for the Mobile Youth Services Team, ideally through a shared regional funding approach with other participating municipalities for a sustainable long-term solution.

The current annual operating cost for the counsellor position is approximately **$150,000**. We are proposing a cost-sharing model based on municipality size and service demand, with approximately:

- **Victoria:** 43.3%
- **Saanich:** 35.7%
- **Oak Bay:** 6.7%
- **Esquimalt:** 6.0%
- **Sooke:** 5.3%
- **North Saanich:** 1.0%
- **Metchosin:** 1.0%
- **Highlands:** 1.0%

This proposal does not include the **City of Langford** or **City of Colwood**, as both municipalities already contribute to a similar but separate youth service funding model in the Westshore.The proposed distribution is intended to reflect a comparable shared-responsibility approach without duplicating existing municipal contributions.

We recognize that municipal budgets for the current fiscal year have already been finalized. Accordingly, we are asking Council to consider participating in a long-term regional funding model for the Mobile Youth Services Team and, in the interim, to advocate for and help identify bridge funding from municipal, provincial, or federal sources to ensure the service can continue while a sustainable funding model is established.

Youth need timely, coordinated, relationship-based intervention. This program provides it, and its loss would be felt across the region.

Sincerely,
Julia Leggett
Manager of Counselling Programs
Pacific Centre Family Services Association

POLICY REPORT:
MOBILE YOUTH SERVICES TEAM (MYST):
CRITICAL STATUS REPORT AND RECOMMENDATIONS

Prepared by Dr. Rebeccah Nelems[1] (PhD)
Capital Regional District, BC
September 26, 2024

Executive Summary:

This report presents the recent findings and recommendations of an external review of the Mobile Youth Services Team (MYST), CRD, BC. Conducted by a local researcher with expertise in child-centred programming and well being, this report is based in an analysis of a wide range of data and Key Informant Interviews (KIIs) with leaders representing the education, government, legal, health, police, social services and child welfare sectors who have worked directly with MYST. The research consistently showed that:

- As one of the fastest growing Capital Regional Districts (CRD) in Canada, and with the intersecting crises of opioids, homelessness, mental health, surging gang presence and online exploitation, ***we have reached an urgent crisis point with respect to youth gang exploitation and entrenchment*** in our region.
- The ***Mobile Youth Services Team (MYST) is directly reducing and preventing youth gang exploitation across the CRD*** by offering effective, economically efficient, critical and unique support to youth.
- Despite the surging needs, and MYST's proven track record, ***funding for MYST has reached a crisis point***, with MYST having to dramatically reduce its operations effective as of September 30, 2024.

Recommendations include:

1. **To secure long-term, 5-year funding to support two full-time MYST teams.**
2. **To urgently convene local leadership across education, health, police, legal services, child and family services, and all levels of government to strategize and guide long-term, inter-institutional funding mechanisms and strategies**.
3. **To conduct research on MYST as a model of youth-centred, wraparound support that could be replicated in other municipalities and capital regional districts across Canada.**

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[1] This report was prepared by Dr. Rebeccah Nelems (PhD), Assistant Professor with the Centre for Social Sciences at Athabasca University (AU) & Associate Faculty in Leadership Studies at Royal Roads University (RRU). The research for this report was made possible with the support of the Victoria Family Court and Youth Justice Committee (VFCYJC), Capital Regional District (CRD).

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1. MYST PROGRAM

1.1 Overview

The Mobile Youth Services Team (MYST) is a critical, multi-disciplinary, integrated unit that has served the CRD and youth at risk for ten years in its current form. The team is made up of one police officer and one child, youth and family counselor. While police agencies have had a MYST program since 2004, the unique collaboration between a police officer and community counselor was initiated by the police agencies and the Pacific Centre Family Services Association (PCFSA) in 2014 when following a community inter-agency meeting, they decided to pool resources and join forces in their shared goal of preventing youth exploitation, including from gangs. The police position is currently funded by the Greater Victoria Police Integrated Units, and the counsellor position has been funded by various funding sources secured by PCFSA.

Up until Monday, September 30, 2024 – when funding for the counselor position will be reduced to two days/week – the two-person team carried a large case load, currently handling 250+ active case files involving Greater Victoria children and teenagers who are experiencing – or at severe risk of – exploitation (online and in-person), drug addiction, homelessness, mental health issues, sexual exploitation, violence, gang recruitment and entanglement. The team has also maintained relationships and contact with 23 youth who have 'aged out'.

The MYST approach is unique in the region, with a police officer and community counsellor working together to take a hands-on, strength-based approach to building relationships and trust with young people. Their multi-jurisdictional coverage follows youth across geographies and systems in ways that helps break down silos of information that often exists between institutions and sectors. They are often the first – *if not the only* – point of contact for *hundreds of young people in crisis, and their families*. The MYST approach supports both intervention and prevention, enabling the team to have their finger on the pulse of who is at risk, but may not yet have reached crisis or interacted with the criminal justice system. However, the team is often the liaison for both young people once they do enter crisis, whether their contact occurs with the education, health or criminal justice system, and professionals working within these systems.

The work of MYST is "24/7". Documents, reports and interviewees testified to the fact that this team frequently works around the clock – for example, in schools in the mornings, on the streets in the afternoon, attending committee meetings in evenings, etc. – all whilst responding to calls and emerging crises on the street.

In addition to a sizeable case load and expansive geographical coverage, the scope of MYST's work is considerable. It entails providing:

- responsive, ongoing counselling support and education to young people who are in crisis or at severe risk;
- support and education to parents and families of young people in crisis or at risk;

- strength-based support and opportunities to direct youth towards positive life alternatives (e.g. School of Rock);
- presentations, education and training in schools (children, teachers and administration);
- ongoing support to youth and families as they navigate health, education, housing, community services, and criminal justice systems;
- updates and presentations to the Victoria Family Court and Youth Justice Committee (VFCYJC), municipal councillors, hospitals, Victoria Native Friendship Centre, Child and Youth Mental Health centres, and Capital Regional District appointees about the mounting crisis experienced by vulnerable youth in the region;
- support for vital ongoing partnerships with provincial ministries and government agencies, Victoria and regional police departments, CRD municipalities, school districts, hospital and frontline health workers, including mental health workers, and the Capital Region Action Team for Sexually Exploited Youth (CRAT/SEY), which is affiliated with VFCYJC; and
- liaison, data-sharing and advocacy with wide range of actors, including municipal and provincial government workers, police, child welfare, youth justice advocates, educators and health workers.

1.2 Context

The population of greater Victoria has increased rapidly, reaching 470,921 in 2024. This represents a 2.9% population increase in the last year, an increase of roughly 85,000 people over a ten-year period (386,770 in 2014) and 124,000 over the past twenty years (347,239 in 2004). Langford currently has the fastest growing population, seeing a 31.8% population increase in just a five-year period – a statistic that directly impacts the entire Greater Victoria region. While it is expected that youth exploitation would rise in proportion to the population, Greater Victoria is seeing *an exponential increase in exploitation due to the intersecting crises that are affecting youth and families in the region*. These crises include increased: gang presence and activity; online exploitation; drug and opiate use; sexual exploitation and trafficking; peer-to-peer exploitation; targeting of younger children; weapon possession and use; homelessness; and mental health issues, including suicide.

While gang violence and youth exploitation are not new in the Greater Victoria area, lower mainland gangs have increasingly entrenched themselves in the region in the last five-seven years, including the Glory Boys, Brothers' Keepers and Red Scorpion. Gang-affiliated local youth are increasingly being used to run "drug lines" whereby they are expected to create customer bases using online platforms and social media (e.g. Snapchat) to advertise and maintain this base.

The rise in unhoused youth and families has also increased youth vulnerability as unhoused youth are often exploited, trafficked, or used to deal drugs. MYST has documented youth being trafficked to the mainland, other parts of Vancouver Island, and in downtown Victoria.

Skyrocketing cases of mental health issues, drug use and addictions in the region – particularly in the past five years – are exacerbating these vulnerabilities significantly. With the normalization of opiates and other "party drugs", youth between the ages of 11-18 are increasingly using. Predators will often use drugs as a tool to continually exploit the youth once they become addicted. Cases of fentanyl use amongst at-risk youth have resulted in some of the overdose deaths we have seen in the region, including one case of a twelve-year-old.

Online exploitation has also dramatically increased in the past five years, with significant mental health effects. It is noted that exploitation started via online grooming has a greater tendency to escalate into high-risk violence when this shifts to face-to-face. The dissolution of healthy families and extended family units – due to increased poverty – is one cause several interviewees cited as the reasons for young people's susceptibility to online exploitation. Online and face-to-face sexual exploitation of both girls and boys has also been on the rise, also often preying on young people's drug addictions or debts.

Overall, MYST has observed an increase in the number of youth being exploited, and a growing number of younger children are being targeted, exposed and exploited. MYST is increasingly being contacted by elementary schools and parents who are concerned about their kids who are under age 12. Cases in which youth are themselves the predators exploiting their peers are also on the rise. According to MYST: "*the tide of violence on our streets is rising and online exploitation is increasingly normalized…Young victims are experiencing trauma, including suicidal ideation."* Significant trauma impact has been observed in youth who witness and/or participate in violent acts associated with gangs.

3. FINDINGS: IMPACT OF THE MYST PROGRAM

This review found MYST to be a unique, multi-disciplinary, inter-institutional partnership through which the team has built significant relationships of trust and support with young people from across the CRD. Youth have been highly responsive to engaging with the unique team of a police officer and youth counselor work together, and MYST has built significant trust and relationships, including maintaining relationships even after youth pass the age of 18. Interviewees commented that this is one of the most unique elements of MYST as most other actors within the various systems (health, education, justice, police, social services, etc.) simply are not able to invest the kind of time into relationship-building and meeting young people "where they are, and where they are at" as the MYST team has. This gives them unique access to the latest information 'on the street', which has proved critical for a wide range of service providers and the police.

MYST is often the first – *if not the most critical* – point of contact for *hundreds of young people in crisis, and their families*:

- As of June 2024, MYST had 254 youth (active cases) to whom they were offering direct support, offering consultations to a wide range of agencies, monitoring for risk and/or providing support to parents and caregivers. All of these youth are at severe risk of, or experiencing exploitation, related to drug addiction, homelessness, mental health issues, sexual exploitation, trafficking, violence, gang recruitment and entanglement
- MYST has continued to support 23 youth who have "aged out" (over age 18), recognizing that this critical support has important downstream effects for both these individuals and the wider community
- MYST's advancement of protection and/or intervention orders has resulted in the prevention of potentially numerous criminal offences by 100+ youth
- MYST has conducted presentations on healthy relationships, exploitation and gangs to 23 schools representing 2,530 students in 11 schools across the CRD
- MYST has made presentations to the following agencies: Crown, MCFD, Surrounded by Cedar, Queen Alexandra Hospital, Victoria Native Friendship Center, Child and Youth Mental Health, Detox

Positive outcomes of MYST's work for youth can be measured on a continuum of indicators, ranging from: reduced police contact; locating missing persons; exiting from gangs and exploitative relationships and situations; transitioning to long term counselling programs; reunification with families; strengthening foster parent relationships; engagement with services; increased mental and/or physical health; increased positive engagement in (and/or or a return to) school; and accessing employment programs and other pro-social activities. ***Progress along this spectrum has been documented for the significant majority (+/- 88%) of youth that MYST has supported to date.*** Positive outcomes for numerous families have also been tracked.

Insofar as they have been able to successfully support and direct young people away from exploitation, harm and risk, ***MYST is making an important contribution to the prevention and reduction of crime, exploitation and violence in the Greater Victoria Area***. They are directly contributing to increased community safety on the streets, at schools and in the home. MYST is thus indirectly reducing the burden on numerous systems and actors in the region, at a time when these systems are facing unprecedented pressures from intersecting social, economic and health crises in the region.

However, beyond reducing the burden on other agencies and services, MYST was found to be directly contributing to the work of police, child welfare, youth justice advocates, health care workers, educators, school administrators, and government actors, due to the unique information and data to which they have access through their connections and relationships with young people. Interviewees unanimously agreed that MYST offers unique value to the community in the following ways:

- **Providing multi-jurisdictional coverage:** MYST is not restricted to working in one sector or geography, instead following youth across geographies and systems. This offers more effective wraparound support to youth that better meets their needs and the needs of their parents and families.

- **Partnering with all sectors and agencies:** Interviewees noted the way in which MYST was constantly partnering and liaising with different sectors, agencies and systems (education, health, legal, child welfare, etc.). MYST maintains vital ongoing partnerships with provincial ministries, local government and non-governmental agencies, Victoria and regional police departments, CRD municipalities, school districts, the Capital Region Action Team for Sexually Exploited Youth (CRAT/SEY), which is affiliated directly with VFCYJC, hospital staff, mental health workers and the Vancouver Island Health Authority. However, they also actively partner through events, training, and putting positive supports in place for young people.

- **Acting as advocates and "quarterbacks" for youth:** The team is cited as operating as "quarterbacks" for youth as they move through the legal system via Child and Youth Advocacy Centres (e.g. Westshore, Victoria), and plays important roles such as introducing youth to specialized investigator teams (where more involved investigations are needed) in ways that support these actors to more readily establish trust, safety and comfort with youth.

- **Breaking down information silos and connecting actors and information:** By moving across geographies and systems, MYST helps to break down silos of information and understanding that often exists within and between institutions and sectors. Interviewees

reported receiving highly valuable information from MYST about youth that directly advanced their own ability to support them.

- **Relationship-orientation and long-term engagement with youth:** Relationship-building takes time and is particularly important when working with youth who are experiencing – or at risk of – exploitation. MYST was identified as being exceptionally skilled at building these relationships and maintaining long-term engagement with youth in the region. Having someone with a youth-centred counseling approach was also seen as critical to building trust, understanding and a sense of mutual respect. Having consistency of MYST personnel is crucial to the ability of this team to offer support, prevent exploitation and share information with different actors in the region, including the police.

- **Unique combination of a police officer and a youth counselor:** This was seen as a factor that has built curiosity and willingness amongst youth to build trust and relationships with the team. Interviewees noted that many young people would not necessarily 'hang out' with a police officer, but that the presence of a counselor has enabled this trust-building to take place. Some noted that the particular information that the police officer could offer – about aspects of the criminal justice system – was incredibly valued and useful to the youth they too had interacted with.

- **Strength-based approach of the team**: Interviewees consistently noted that the style of the MYST personnel was non-hierarchical and empowering, working with them in respectful ways to identify other positive life pathways, such as through programs like the Rock School program.

- **Visibility in community:** Having a mobile team who 'walks the street' was seen as offering a critical service, making it known amongst youth that there was a resource available to them, and removing barriers many youth would experience in accessing support.

- **Having their 'finger on the pulse' of trends occurring with youth:** From being the first to identify online exploitation happening decades ago, MYST team members hear the 'word on the street' directly from young people who confide in them and share critical information. This information proves critical to advising many local agencies with respect to current trends, etc. Interviewees noted that many youth actively recommend to other youth that they trust and engage with MYST, again underlining the importance of staffing continuity within these roles.

- **Particular skills and expertise of current team members:** It would be remiss to leave out that all interviewees spoke of the particular skills, experience, qualities and capacities of the current MYST team members. Genuine concern and care, sensitive, innovative, youth-centred engagement and approaches, and highly knowledgeable about the systems they are navigating - are some of the qualities interviewees identified. Whilst the recommendations below focus on securing funding and long-term support for MYST in general, it is also noted that the long-term retention of the current MYST personnel is viewed as a critical element to ensuring that MYST's current impact is maintained, and the strategic growth of MYST's operations is optimized through appropriate succession planning and capacity building of future personnel.

2 ANALYSIS AND CONCLUSIONS

The following conclusions were reached based on a comprehensive analysis of the data reviewed.

Conclusion 1: Current reductions in funding mean the MYST program is having to significantly reduce its services and may eventually have to shut down.

As of the week of September 30th, 2024, the counsellor position in MYST will be reduced to only two days/week, due to lack of funding for the program. Not all regional police departments have confirmed their ongoing funding for MYST, which could result in reducing the budget allocation of the police position for MYST dramatically. Inconsistent, precarious funding of MYST threatens staff retention and ongoing consistency of program staff and their relationships with youth, that have been so critical to the program's effectiveness.

Conclusion 2: Long-term commitment in the form of funding, inter-institutional collaboration and strategic planning is required by actors from across all levels of government (municipal, provincial and federal), civil society, criminal justice, police, education and health to support and ensure the ongoing services provided by MYST.

MYST's mandate affects the public safety and well being of families, young people and communities across the Capital Regional District. The work of MYST directly contributes to achieving the mandates of all agencies concerned with local, regional and federal governance, health, education, community and family services, legal services, police and the criminal justice system. However, there has been no strategic, inter-institutional long-term plan or agreement for supporting MYST moving forward. This includes attending to the need to ensure continuity of MYST personnel to secure current impact and to support the strategic growth of the program and its impact, and the need to engage in succession planning, training and capacity building and human resources into the future.

Conclusion 3: MYST is an existing strength and resource in the region, offering local actors the critical opportunity to invest in effective prevention and intervention in a highly cost-efficient way, which is not being offered by any other existing service in the region.

The health, education, criminal justice, community and family services systems are well poised in the region for critical preventative and interventionist support. Trends towards increased gang presence and increasing exploitation needs to be acted upon now, to prevent compounding exploitations that are resulting (e.g. predators grooming of youth now includes conditioning these youth into child pornography and pedophilia). MYST has a proven track record with respect to its work in the areas of intervention and prevention of youth exploitation cases.

Conclusion 4: MYST's current and anticipated future workload is untenable and unsustainable for even one MYST team, let alone the reduced capacity of the team moving forward.

Even the pre-existing team of two full-time personnel, which is no longer be in place as of the week of September 30, 2024, would not be able to keep up with growing number of youth in need, as risks increase. Gang presence continues to be on the rise in the region and the complexity of youth exploitation is dramatically increasing (e.g. predators grooming of youth now includes conditioning into child pornography, etc.). There has been an increasing demand on MYST for educational support and training of young people, educators, parents, community agencies and members. Even when operating one full-time team, MYST support and services have been needed around the clock, which a single team could not physically provide. Long-term commitment of funding for a minimum of two police positions is needed from police agencies to address the level of need currently documented in the region. Secure, long-term funding for a minimum of two counselor positions is also needed.

Conclusion 5: Given MYST's track record as an effective, cost-efficient, inter-institutional and cross-jurisdictional approach to youth gang prevention, there is a significant opportunity to research MYST as an innovative, youth-centred wraparound model that could be replicated by other municipalities and capital regional districts across Canada.

The issues BC's CRD are facing with respect to youth gang exploitation and entrenchment are urgent. However, they are not unique to our region or province alone. Municipalities and capital regional districts across Canada – and North America – are facing relatable crises. *The unique factor about our CRD is we have an effective and cost-efficient model for offering wraparound support to young people already in place: MYST.* Long-term research on this program could document and showcase a replicable model that would benefit other cities, whilst further strengthening MYST in our own community by continuing to build on success factors and evidence for what works.

3 RECOMMENDATIONS

Recommendation 1:

To urgently secure long-term, five-year funding (2024-2029) to support two full-time MYST teams, each consisting of one police officer and one counsellor.

The total estimated budget needed to support the MYST program is:

2024-2025: $702,000 / annum

- A total budget of **$412,000 budget for 2024-2025** for two MYST police officer positions.
- A total budget of **$290,000 for 2024-2025** for two counselor positions through PCFSA.

2025-2029: $672,000 / annum

- The total budget going forward per annum from 2026-2029 for two MYST police officers is estimated at approximately **$382,000 per annum**[2]
- A total budget of **$290,000 for 2024-2025** for two counselor positions through PCFSA.

Recommendation 2:

To urgently convene local leadership across education, health, police, legal services, child and family services, and all levels of government to strategize and guide long-term, inter-institutional funding mechanisms and strategies for MYST.

The primary goals for the multi-sector, inter-institutional meetings would be to: (i) establish clear, long-term (2024-2029) budget-sharing agreements across agencies and levels of government (municipal and provincial) to ensure the long-term funding for two counselor positions in MYST; and (ii) generate long-term planning with respect to MYST human resources, financial and monitoring and evaluation strategies. Community support and institutional leadership is urgently needed to raise the long-term secure support needed by the MYST program.

[2] Please note the annual budget for 2024-2025 is higher due to the need for a one-time $30,000 (approx.) vehicle expense in that year.

Recommendation 3:

To conduct research on MYST as a model of youth-centred, wraparound support that could be replicated in other municipalities and capital regional districts across Canada.

The MYST program not only needs to be sustainably funded to avert its closure and reduction of services, it needs to be expanded upon, recognized and replicated, moving forward. Long-term research on this program could offer replicable models for other cities across Canada and North America, and help further strengthen MYST's approach in our own community by continuing to build on success factors and evidence for what works. Inter-institutional research partnerships could leverage substantial federal government funds to support these components. The Social Sciences and Humanities and Research Council of Canada (SSHRC) and the Tri-Council Agencies have a range of research funding opportunities, including some for up to $2.5 million for researchers and universities who are partnering with a range of institutions on research projects that address some of Canada's most urgent challenges. Current and future funding allocated to MYST by local government or agencies would qualify as such matching funds and could support the leveraging of these funds. The author of this report is currently working with interested local institutions and agencies in developing funding proposals and welcomes additional community partners to get in touch.

4 CONCLUDING REMARKS

MYST is a critical upstream intervention that is proven, effective, and cost-efficient, offering unique value to youth, their families, the wider community, and multiple agencies working to make our community safe and healthy. Many interviewees advised that the MYST team should be "more than doubled". With this in mind, this report aims to advocate for the immediate funding of two MYST teams, whilst securing leadership and partnership moving forward, so we have a shared solution for achieving the thriving, healthy and safe community we all hope to have in the future.

For comments or questions, please do not hesitate to contact Dr. Rebeccah Nelems @ RNelems@athabascau.ca.

Sincerely,



Rebeccah Nelems, PhD
Assistant Professor, Centre for Social Sciences, Athabasca University (AU)
Associate Faculty, School of Leadership Studies, Royal Roads University (RRU)
Associate, International Institute for Child Rights and Development (IICRD)

5 APPENDICES

5.1 MYST Team Testimonies

5.2 Key Informant Interviews (KIIs)

5.3 List of Documents Reviewed

5.4 Letters of Support for MYST Proposal

5.1 MYST Team Testimonies

Testimony – Mia Golden, MYST Counselor

I have been working as the counsellor half of the MYST team since January 2014. The MYST mandate focuses on the prevention of youth exploitation which includes online exploitation, sexual exploitation, sex trafficking, and gang recruitment. It is busy. Never have I worked in a program that was so busy. The work is intense, challenging, emotional at times, enriching, and you never know what the day will bring. The only constant is every morning you hope there isn't a message or a voicemail alerting you of a youth passing. It's a strange way to start the day, but it's now second nature.

This is not a job for one person. It's not even a job for two. Yes, we have been doing it, but it isn't sustainable. The level of risks to youth has increased since I first began. When I first began, we still had SLOs in the schools. They too were building relationships with students and were often the first point of contact when a youth disclosed an exploitive experience. Now we are that point of contact. School staff understand the distress involved in a disclosure and reach out to our team knowing the response will be developmentally appropriate and trauma informed. Not everyone has that training, so they want to ensure the child is met with the best potential response possible. So, they call us.

The skillset involved for the team is unique given the complexities of the cases we are met with each day. The counsellor best suited for this position has significant experience working with youth, marginalized individuals, systems, and a strong parent education background. The police officer half needs to be cloned from my current partner, Cst. Gord Magee. His ability to see all the moving parts within a file is extraordinary. Despite MYST not taking on the investigative side of any files, Gord consistently knows the trajectory of a file and what needs to be done and as a result so many files that are forwarded to their designated investigator have significant background work done to support the continued work on it. And then there is his temperament. Members of this team require specific empathy and understanding of all the behaviors of those we work with. Whether it's the families or the youth. This job is riddled with frustrating scenarios. Having the capacity to see through it and debrief with your partner is what makes the people on this team able to continue on. Currently, with just the two of us, we only have each other to debrief and strategize with. We happen to do extremely well together, and I believe that is why we have been able to sustain the quality of work and attentiveness to those who reach out for services. But when one of us takes a few days off, the load is not manageable. Well, it is currently not manageable, but when having to go solo it is overwhelming.

There is nothing like this work. But it is heavy. A new trend we are seeing are youth are not only being groomed online for images and videos, but pedophiles are now also grooming children and youth to watch child pornography and abuse images within their sexual talks with the pedophiles. That a "MAP" is just another part of the LGBTQ continuum. What is a MAP? It's a Minor Attracted Person. Children and youth are being targeted for indoctrination into the world of pedophilia as well as the BDSM community.

We have gang members from the mainland recruiting middle and high school students, and we recently met with some elementary school students who were vaping.

The number of youth who are becoming addicted to substances and being sex trafficked and exploited is staggering.

Most days we get a call from a parent or school with at least one new referral. We cannot keep up. We are also relied on to provide school presentations on gangs, exploitation, consent, and the impact of pornography on the brain. We are also regularly asked to come in and give talks to school and community resources' staff.

I could go on about this work because there is so much involved, I could go on about how working with my partner has made all the difference in this work, I could go on about the intensity and often extremely dark side of this work and how critical self-care is to avoid or manage vicarious trauma. But I will also say there is nothing like this work. It is important, I would say it's critical. Not only for our youth and their families, but for our communities and society as a whole. We need the future to be healthy, and prevention and immediate interventions are what is needed. Two people doing this work (while collaborating with other valuable services and organizations) is a start, but it is not going to give us the outcomes we need. We need a bigger team.

Thank you,

Mia Golden

June 15, 2024

Testimony – Cst Gord Magee, MYST Police Officer

I have been a police officer for 27 years in 2 countries. I have held various roles over the years. Since being the successful applicant for the police officer half of MYST in 2020, I have had the honour of working with Mia Golden as my partner. I remember her saying at the beginning of our partnership, "Hold on!" The nature of the calls we get from parents, community partners and youth themselves is nothing short of horrific. From drug addiction, mental health and exploitation to gang involvement and sex trafficking, the work takes an even greater personal toll because it involves kids. The complexity of these issues and the fact that meaningful, immediate intervention must be voluntary, certainly makes an already difficult job, much more so. One youth will have multiple contacts from MYST, forming strong, positive relationships. There will also be numerous meetings and consultations with parents, guardians and community partners in relation to this youth. Multiply this by approximately 160 youth and rising, and the sheer volume makes it quite clear that this is unsustainable for 2 people for the entire CRD. The number of contacts from schools has increased since School Liaison Officers have been removed. Issues that arise in the school community that would normally be addressed by SLO's are now being handled by patrol and MYST, which is already overtasked. We also provide presentations in schools and community centres in the CRD on healthy relationships, consent and gangs which is part of the proactive role of MYST.

On a personal note, my daily routine starts with apprehension in checking my work phone in the morning to see if a youth has died. That's before I leave my house. This is also not sustainable. As partners, Mia and I rely heavily on each other for our mental health. I have started seeing the department psychologist due to the pressure and gravity of this role. This is part of the proactive approach that enables me to manage all that this role entails.

The current model of MYST and the burden the workload places on Mia and myself is not sustainable. There needs to be more teams to effectively continue to support youth and their families. I want to make it clear that this particular role is the most important one I have undertaken in my 27 years as a police officer and one that I am honoured to hold. I would like to remain in this role for as long as I can. We have formed great working relationships with our community partners and have an excellent reputation in the community. We will be able to accomplish so much more with more staff.

Thank you,

Cst Gord Magee

June 11, 2024

5.2 **Key Informant Interviews (KIIs)**

In preparing this report, 12 Key Informant Interviews (KIIs) were conducted with leaders representing the following institutions all of whom have worked directly with MYST:

- BC Government
- Vancouver Island Health Authority
- Victoria Family Court and Youth Justice Committee (members include municipal councillors, school district trustees and Capital Regional District appointees)
- Victoria Child Abuse Prevention and Counselling Centre
- Safer Schools Together
- School Districts 61 and 62
- MYST Team members
- Pacific Centre Family Services Association (PCFSA)
- Victoria Police Department

5.3 List of Documents Reviewed

- PCFSA, 2022-2023 Gun and Gang Violence Action Fund (GGVAF) – Quarterly Progress Report – Quarter 1
- PCFSA, 2022-2023 Gun and Gang Violence Action Fund (GGVAF) – Quarterly Progress Report – Quarter 2
- PCFSA, 2022-2023 Gun and Gang Violence Action Fund (GGVAF) – Quarterly Progress Report – Quarter 3
- PCFSA, 2022-2023 Gun and Gang Violence Action Fund (GGVAF) – Quarterly Progress Report – Quarter 4
- PCFSA, 2021 Year End Report, Gun and Gang Violence Action Fund (GGVAF)
- PCFSA, 2019 Year End Report, Gun and Gang Violence Action Fund (GGVAF)
- PCFSA Annual Report, CRED, 2016-2017
- PCFSA Annual Report, CRED, 2017-2018
- PCFSA Annual Report, CRED, 2018-2019
- PCFSA, External evaluation report, Youth Gang Intervention and Mentorship Initiative (YGIMI), April 2013
- MYST REPORT 2023 for VFCYJC
- Luring Investigation started by MYST
- Surrey man faces luring, sexual assault charges | Vancouver Sun
- Letter of Support – Laura Vye, Victoria Child Abuse Prevention and Counselling Centre
- MYST YOUTH template – running active list (some have aged out, but are still being offered support from MYST as there are few other supports)
- Missing Youth Reports 2023
- PCFSA, Media Statement, CRED, March 15, 2018
- Rock School Proposal
- Letter of Support for Constable Gord Magee
- MYST: Explain your role
- 2022 CRED Advocacy letter VFCYJC
- Case Study of youth supported by MYST
- Victoria Family Court and Youth Justice Committee, “Increased Funding and Staff Resources for MYST/CRED”, October 7, 2022
- Victoria Family Court and Youth Justice Committee, “Letter to the Minister of Public Safety and Solicitor General,” November 20, 2023
- Letter, “CRED Program and Civil Forfeiture Funding”, by Insp. Michael Brown Officer in Charge – MYST Victoria Police Department, November 22, 2022
- Marie-Terese Little, Mayor, District of Metchosin, Letter to The Honourable Grace Lore, Minister of Children and Family Development The Honourable Mike Farnworth, Minister of Public Safety and Solicitor General The Honourable Niki Sharma, Attorney General, February 15, 2024

- Policing and Security Branch Ministry of Public Safety & Solicitor General, BC Government, “One-time Funding: Pacific Centre Family Services Association”, March 31, 2023
- Greater Victoria Police Integrated Units, Annual Report 2020-2021
- Greater Victoria Police Integrated Units, Annual Report 2021-2022
- PCFSA Special Report to the Chiefs of Police for the Capital Regional District, BC, CRED Program, May 2014

Letters of support for MYST were also reviewed and received from individuals representing:

- Victoria Child Abuse Prevention and Counselling Centre
- Victoria and West Shore Child and Youth Advocacy Centres (CYAC)
- Safer Schools Together
- Greater Victoria School District (GVSD) 61
- Youth & Family Mental Health and Substance Use (CYFMHSU)
- Ministry of Children and Family Development (MCFD)
- Capital Region Action Team
- Victoria Family Court and Youth Justice Committee (VFCYJC)

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Conclusion of the Participating Area Approval Process for Bylaw No. 4782, "Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2. 2026"**

ISSUE SUMMARY

To report back to the Regional Board on the participating area approval process for Bylaw No. 4782.

BACKGROUND

Bylaw No. 4782, the "Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2. 2026" proposed borrowing of up to $9.114 million to support the development and construction of a new recreation facility within a proposed new municipal building located on Hovey Road in the District of Central Saanich. The proposed facility would be part of the sub-regional Saanich Peninsula Recreation Service, which has three participants: The District of Central Saanich; the Town of Sidney; and the District of North Saanich, all of whom are represented on the Peninsula Recreation Commission.

On the recommendation of the Peninsula Recreation Commission, the Regional Board provided three readings of Bylaw No. 4782 on July 8th, 2026, and directed that the bylaw be referred to the three municipal councils for participant consent. The June 25, 2026 staff report to the Peninsula Recreation Commission and Regional Board is attached as Appendix A.

This was the second referral to municipal participants for a loan authorization bylaw to support the development of a recreation facility on Hovey Road. In the Spring of 2026, the municipal participants considered a loan authorization bylaw for borrowing of up to $14.2 million, which did not obtain unanimous consent of the participant councils. The current Bylaw No. 4782 was then proposed for a scaled-down version of the original facility plans, with a revised scope and lower borrowing amount.

IMPLICATIONS

On September 14th, 2026, the Town of Sidney Council passed a resolution of non-consent to adoption of Bylaw No. 4782. A copy of the letter informing the CRD of Sidney Council's decision is attached as Appendix B. The Commission received a verbal update on this issue at their September 24th, 2026 meeting.

For this borrowing, the *Local Government Act* requires unanimous consent from the municipal councils of all participants. Currently, CRD has received notification from the District of Central Saanich with confirmation of Council consent and has had no response from the District of North Saanich. The Town of Sidney Council's resolution of non-consent to Bylaw No. 4782 means unanimous consent will not be achieved. There is no further need for North Saanich Council to consider this matter.

As municipal council consent has not been obtained for Bylaw No. 4782 it cannot proceed to adoption, concluding any further consideration of this bylaw.

CONCLUSION

Bylaw No. 4782 proposed borrowing of up to $9.114 million for the development and construction of a new recreation facility on Hovey Road in Central Saanich. The Regional Board directed that participant approval be obtained by way of municipal council consent on behalf of electors. The Town of Sidney did not consent to adoption of Bylaw 4782. Pursuant to the *Local Government Act*, unanimous approval is required for the bylaw to proceed. With the Town of Sidney's resolution of non-consent, consideration of this bylaw is now concluded and the project will not proceed.

RECOMMENDATION

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

Submitted by:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Glenn Harris, Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Staff Report: Bylaw No. 4782 Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 2026
Appendix B: Letter from the Town of Sidney dated Sept. 15, 2026

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REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, JUNE 25, 2026

SUBJECT **Bylaw No. 4782 Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 2026**

ISSUE SUMMARY

To seek approval for loan authorization Bylaw No. 4782 for the purpose of financing the construction of a revised scope project to develop a Peninsula Recreation Facility in the District of Central Saanich.

BACKGROUND

On March 11, 2026, the CRD Board approved Bylaw No. 4751, "2026 to 2030 Financial Plan Bylaw, 2026", which establishes capital expenditures for each service, including planned borrowings. Following adoption of the financial plan, staff prepare necessary loan authorization bylaws and security issuing bylaws to support approved capital projects. The approved financial plan includes borrowing up to $14.2 million for Saanich Peninsula Recreation Services to support construction of the Peninsula Recreation Facility in Central Saanich.

At the March 26, 2026, meeting, the Peninsula Recreation Commission (PRC) carried the following motion with respect to Bylaw No. 4761, the loan authorization bylaw for $14.2 million for the original scope of this project:

"That participating area approval for Bylaw No. 4761 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;"

Bylaw No. 4761 was prepared, presented, and approved to proceed to obtain participating area approval through municipal consent on behalf of the electors.

Municipal consent of the participating areas was not achieved for Bylaw No. 4761. As a result, at its May 28, 2026, meeting, PRC directed staff to explore a reduced project scope through redesigning the spaces within the facility and a reduced project budget of up to $10.114 million. This reduced project scope is to be funded through $1 million from capital reserves and $9.114 million through borrowing. Loan Authorization Bylaw No. 4782, attached as Appendix A, is presented for consideration to support the revised scope and borrowing requirements of the proposed recreation facility in the District of Central Saanich.

Loan authorization bylaws expire after five years and are typically aligned with the five-year financial plan for services requiring borrowing to fund capital. These bylaws establish the maximum borrowing amount, the intended purpose, and the debt repayment amortization period. Previous loan authorization bylaws for the Peninsula Recreation Commission include: $2.4 million in 2023 for heat recovery system, $2.9 million in 2023 for the multi-sport box construction, $1.1M in 2017 for arena floor replacement and $9 million in 2007 for lifestyle pool renovation. All were approved via consent of municipal councils on behalf of electors.

The Saanich Peninsula Recreation Services capital plan (the "Capital Plan") includes construction of the Peninsula Recreation Facility in the District of Central Saanich. The revised project scope requires borrowing of up to $9.114 million from the Municipal Finance Authority of British Columbia

(MFABC). Funds will be requisitioned under the loan authorization bylaw only upon subsequent CRD Board approval of a security issuing bylaw.

The following bylaw is proposed:

Service Area	Action	Purpose	Bylaw
Saanich Peninsula Recreation Services	Loan Authorization Bylaw	To create a loan authorization bylaw to permit long-term borrowing related to the capital plan for this service	No. 4782

ALTERNATIVES

Alternative 1
The Peninsula Recreation Commission recommends to the Capital Regional District Board:
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
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.

Alternative 2
That the proposed bylaw be referred to staff for further information.

IMPLICATIONS

Alignment with Existing Plans & Strategies

The proposed recreation facility in Central Saanich directly supports the 2022–2026 Panorama Recreation Strategic Plan, which recommends exploring cost-effective opportunities to address identified gaps in Central Saanich. It also responds to findings from the 2019 Central Saanich Recreation Needs Assessment and the 2025 Peninsula Recreation Facility Needs Assessment, both of which highlight a need for additional indoor recreation space, particularly in Brentwood Bay and surrounding communities.

Equity, Diversity and Inclusion

Promoting equity, inclusion and access across all programs and services is a core priority in the 2022–2026 Panorama Recreation Strategic Plan and is reinforced in the 2025 Peninsula Recreation Facility Needs Assessment. Geographic equity remains a key concern for residents, particularly those living beyond a 10-minute drive from existing indoor recreation facilities. The proposed facility in Central Saanich addresses this service gap by improving access for residents of the southern peninsula communities. This facility will offer a diverse range of programming—including fitness, weight room, arts and children's programming—supporting broad community participation and aligning with Panorama Recreation's commitment to inclusive service delivery.

Legislative and Financial Implications

The proposed loan authorization for up to $9.114 million will support capital plan expenditures identified in the 2026-2030 financial plan. Estimated debt servicing costs associated with this borrowing have been incorporated into the Financial Plan Bylaw and will be funded through

requisition. Borrowing will enable efficient delivery of the Peninsula Recreation Facility in Central Saanich.

Based on MFABC's indicative interest rate of 4.36% (as of February 25, 2026), the estimated annual debt servicing cost is approximately $876,000 over a 15-year amortization period, for a total repayment of approximately $13.14 million.

Actual borrowing amounts over the five-year period will be determined based on annual cash flow requirements. Table 1 outlines each participating municipality's share of the annual debt servicing costs, along with an estimated annual cost per household based on annual debt servicing cost of $876,000 over a 15-year term.

Table 1: Municipal Share of Debt Servicing Costs and Annual Household Cost

Municipality	Average Property Assessment (2025)	Annual Debt Servicing Cost per Municipality	Requisition % Share (2025)	Average Annual Cost per Household at Project Completion (2030)
Central Saanich	$1,117,547	$339,888	38.8%	$39.72
North Saanich	$1,539,357	$279,444	31.9%	$47.15
Sidney	$917,690	$256,668	29.3%	$30.50
Total Annual Cost	**-**	**$876,000**	**-**	**-**

The annual debt servicing cost per household will not be fully realized until project completion, scheduled for 2030. Debt servicing costs for projects of this nature are incurred incrementally as construction progresses. During the construction phase, costs primarily reflect interest-only payments on funds drawn. As borrowing occurs in stages to align with project expenditures, early-year impacts to households will be lower and will increase as additional funds are utilized.

Long-term borrowing (i.e., loans with a term of more than five years) requires adoption of a loan authorization bylaw, followed by a separate security issuing bylaw, in accordance with the *Local Government Act.*

Prior to adoption, the loan authorization bylaw must receive participating area approval. This approval may be obtained through one of three methods: consent of municipal councils on behalf of electors, an assent vote (referendum), or a sub-regional alternative approval process (AAP) for the entire service area.

Consent of municipal councils on behalf of electors is initiated following third reading of the bylaw by the Board and prior to submission to the Inspector of Municipalities for approval. A sub-regional AAP would require approximately six months to complete, which does not align with the project schedule and would place the elector response period too close to the general local election. An assent vote/referendum presents similar timing challenges. Typically in an election year, it would be possible to add a referendum question on the election ballot; however, it is too close to the General Local Election date to obtain Inspector approval on the referendum question. A stand-alone referendum would not be possible until at least the Spring of 2027.

Given the timing and resource constraints, neither the AAP nor a referendum is considered feasible. Staff recommend proceeding with approval through the consent of municipal councils on behalf of the electors as the most efficient and cost-effective method of obtaining approval.

To optimize interest rates and timing, temporary borrowing is anticipated following adoption of the loan authorization bylaw. The issuance of long-term debt will be aligned with project expenditures and prevailing market conditions. A security issuing bylaw will be brought forward for Board approval prior to issuance of long-term debt, which is anticipated to have a 15-year term.

CONCLUSION

The Board approved Bylaw No. 4751, "2026 to 2030 Financial Plan Bylaw, 2026", establishes capital expenditures for each service, including planned borrowing. The financial plan identified borrowing of up to $14.2 million for Saanich Peninsula Recreation Services. Loan Authorization Bylaw No. 4761, which would have authorized borrowing of up to $14.2 million did not receive municipal consent on behalf of the electors. During its May 28, 2026, Peninsula Recreation Commission meeting, the Commission directed staff to revise the project scope and seek approval for a reduced loan amount of up to $9.114 million. As such, Bylaw No. 4782, "Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 2026", is introduced to support future borrowing required to deliver the Peninsula Recreation Facility in Central Saanich, as included in the service's five-year (2026-2030) capital plan.

RECOMMENDATION

The Peninsula Recreation Commission recommends to the Capital Regional District Board:

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
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.

Submitted by:	Varinia Somosan, CPA, CGA, Senior Manager, Financial Services & Deputy Chief Financial Officer
Concurrence:	Steve Meikle, Senior Manager, Panorama Recreation
Concurrence:	Melanie Alsdorf, 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: Bylaw No. 4782, "Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 2026"

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4782

****

A BYLAW TO AUTHORIZE THE BORROWING OF NINE MILLION ONE HUNDERED FOURTEEN THOUSAND DOLLARS ($9,114,000) FOR THE CONSTRUCTION OF A RECREATION FACILITY IN THE DISTRICT OF CENTRAL SAANICH

****

WHEREAS:

A. Under Bylaw No. 3008, "Saanich Peninsula Recreation Services Combination Bylaw No. 1, 2002", the Capital Regional District established a service for the operation of recreational and related community programs, equipment, and facilities for the municipal participating areas of the District of North Saanich, the Town of Sidney, and the District of Central Saanich;

B. The Board of the Capital Regional District may, by bylaw, borrow money for capital purposes to construct a recreation facility in the District of Central Saanich as included in the service's capital plan;

C. The estimated cost of the works and equipment, including expenses incidental thereto to be funded by debt servicing, the sum of Nine Million One Hundred and Fourteen Thousand Dollars ($9,114,000), which is the amount of debt intended to be authorized by this bylaw;

A. Pursuant to Section 346 and 407(3)(c) of the *Local Government Act*, participating area approval is required for this borrowing and shall be obtained by elector consent, is to be obtained on behalf of the municipal participating areas;

A. The approval of the Inspector of Municipalities is required under Section 342 of the *Local Government Act*; and

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

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

1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the planning, study, design and construction of works for the Saanich Peninsula Central Saanich Recreation Facility (the “Project”) in connection with the service 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 Capital Regional District a sum not exceeding Nine Million One Hundred and Fourteen Thousand Dollars ($9,114,000); and

    b) to acquire all such real property, easements, rights-of-way, leases, licenses, rights or authorities as may be requisite or desirable for or in connection with the Project.

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 "Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 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__
PARTICIPATING AREA APPROVAL RECEIVED THIS	day of	202_
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	day of	202_
ADOPTED THIS	day of	202_

CHAIR

CORPORATE OFFICER

2440 Sidney Ave
Sidney, BC
V8L 1Y7

Town of Sidney

Phone: 250-656-1184
Email: admin@sidney.ca
Website: sidney.ca

September 15, 2026

VIA EMAIL

Kristen Morley
Corporate Officer
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 2S6

Dear Ms. Morley:

Subject: Municipal Consent - CRD Bylaw 4782 - Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 2026

Further to your letter of July 10, 2026, this is to advise you that Town of Sidney Council, at a meeting held on September 14, 2026, considered the above subject bylaw and resolved as follows:

> *"That Council not consent to the CRD adopting Bylaw 4782 - Saanich Peninsula Recreation Services (DCS Recreation Facility) Loan Authorization Bylaw No. 2, 2026."*

I trust you will find this satisfactory.

Best regards,

Sandi Nelson, CMC
Corporate Officer

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Procurement Policy Updates Updates**

ISSUE SUMMARY

To seek Capital Regional District (CRD) Board approval of the revised Procurement Policy. The revised policy supports the CRD's ongoing work to modernize procurement practices and strengthen governance, accountability, transparency and consistency across the organization.

BACKGROUND

The CRD's procurement framework dates to at least 2006. Following an external review in 2013, the policy was updated and a staff working group was established. The Board subsequently revised the policy in 2015, aligned it with the delegation bylaw in 2017, and added Indigenous procurement provisions in 2022.

Through the CRD Evolves initiative, a centralized procurement function was created to provide dedicated leadership and organization-wide procurement expertise. The centralized function is designed to advance procurement modernization to improve consistency and compliance while strengthening governance, accountability and transparency.

The revised policy reflects this modernization work, stakeholder consultation and a review of the CRD's procurement framework against recognized procurement best practices. Key updates include:

- Clear governance and accountability: Clarifies organizational roles, responsibilities and approval requirements across the procurement lifecycle.
- A standardized procurement lifecycle: Establishes a consistent framework for procurement planning, solicitation and evaluation, award and authorization, contract monitoring and close-out.
- Enhanced competition and evaluation requirements: Strengthens posting, evaluation, documentation, vendor debriefing and award disclosure requirements to support transparent, accountable and defensible procurement decisions.
- Strengthened governance of standing offers: Introduces clearer requirements for the Request for Standing Offer framework, call-off authority, vendor selection and assignment documentation.
- Stronger controls for direct awards and contract changes: Clarifies requirements for Direct Awards, Notices of Intent, Contract Amendments, Change Orders and Follow-on Work.
- Enhanced documentation and risk management: Strengthens records-retention requirements and controls related to procurement value, financial security, insurance, WorkSafeBC, compliance and monitoring.

A comprehensive list of updates is included in Schedule C.

ALTERNATIVES

Alternative 1
That the Capital Regional District Board approve the revised Procurement Policy as presented.

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

IMPLICATIONS

Social Implications

The revised policy promotes fair, transparent and accountable procurement through clear requirements, and establishes a framework to work towards stronger oversight and consistent organization-wide practices. It retains provisions that support equitable access for local, Indigenous and socially responsible businesses while maintaining the CRD's competitive procurement and trade obligations.

Financial Implications

Effective procurement supports value for money, sound financial control and responsible stewardship of public funds. A consistent, mature framework enables the future development of processes that will support consolidated purchasing, competitive pricing, greater spending visibility, stronger contract and supplier oversight, and reduced financial and contractual risk.

Service Delivery Implications

The revised policy provides a consistent framework for purchasing goods and services, giving staff clearer direction and reducing operational risk. Standardized processes, defined governance and practical guidance will enable centralized support and improve risk mitigation. Implementation will be supported by procedures, templates and training covering areas such as Requests for Standing Offers (RFSOs), follow-on work, low-value purchases, procurement planning and award documentation.

New provisions in the revised policy aimed at improving transparency and accountability will, in some cases, increase operational planning requirements, extend timelines, and increase the level of administrative work associated with procurement by adding new requirements for documentation, bid evaluation and vendor feedback, as well as requiring additional approvals and publication of notices of intent to award. Centralized monitoring of the operational impacts of the revised policy will allow procurement staff to assess whether the new provisions achieve the appropriate balance between risk mitigation and operational efficiency.

Risk and Compliance Implications

The revised policy strengthens procurement governance, transparency, documentation and auditability. Drawing on procurement modernization, organizational experience and recognized best practices, it enhances requirements for evaluations, RFSOs, follow-on work, records retention, approvals, and allows for the future development of training, monitoring and compliance reporting. These measures improve accountability and allow for the development of controls to

reduce inconsistent practices. The policy also aligns with the Delegation of Authority framework and the Award and Execution of Contracts and Agreements Policy, supporting consistent governance throughout the procurement and contracting lifecycle.

CONCLUSION

The revised Procurement Policy modernizes procurement practices and strengthens governance and consistency across the CRD. Informed by stakeholder input, organizational experience and recognized best practices, it clarifies accountability, standardizes processes and enhances documentation and oversight. Approval will support a more transparent, consistent and accountable procurement framework.

RECOMMENDATION

That the Capital Regional District Board approve the revised Procurement Policy as presented.

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

ATTACHMENTS

Appendix A: Procurement Policy – Current (2022)
Appendix B: Procurement Policy – Revised (2026)
Appendix C: Summary of Changes

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CAPITAL REGIONAL DISTRICT
CORPORATE POLICY

Policy Type	Board		
Section			
Title	PROCUREMENT POLICY		
Adopted Date	May 10, 2017	Policy Number	BRD14
Last Amended	May 11, 2022		
Policy Owner	Corporate Services (Legal Services)		

1. POLICY:

This policy will ensure that all goods, services, and construction will be acquired in a competitive, fair and open manner that:

- is efficient, accountable and maximizes best value;
- advances the Capital Regional District's commitment to economic, environmental, and social responsibility by supporting the acquisition of sustainable products and services; and
- meets the requirements of the *Community Charter*, the *Local Government Act*, the Canadian Free Trade Agreement (CFTA), the New West Partnership Trade Agreement (NWPTA), and public sector procurement standards and competitive bidding law.

2. PURPOSE:

This policy outlines authorization and competition requirements for procuring goods, services and construction for the Capital Regional District (CRD), the Capital Regional Hospital District (CRHD) and the Capital Region Housing Corporation (CRHC) (collectively, "**CRD**").

3. SCOPE:

This policy applies to all CRD services (functions) and all acquisitions and purchases made by CRD officers, employees and volunteers.

Specific exemptions are set out in section 9 below.

4. DEFINITIONS:

Appendix A establishes definitions for terms used in this policy.

5. AUTHORITY FOR PROCUREMENT TRANSACTIONS:

Procurement transactions must be within the scope of the Board approved annual financial plan and must only be initiated and executed by persons authorized to acquire and purchase goods and services within the authorized purchasing limits as set out in the CRD Delegation Bylaw ("**Authorized Staff**"). Authorized Staff must only authorize procurement transactions that are within the signing authority limits set out in the CRD Delegation Bylaw. The signing authority limits for purchases of goods, services, and construction are summarized in the following table:

Position	Delegated Signing Authority Limit
Chief Administrative Officer	$5,000,000 Change orders of any value provided they are in the annual financial plan
CFO and General Managers	$500,000
Staff/Volunteers	Subject to the approval of the applicable GM or the Chief Financial Officer: The lesser of $100,000 or the amount set out on a signing authority form held by the Department of Finance and Technology

Refer to the "Awarding and Execution of Contracts and Agreements" policy for more information on delegation and conditions for exercising delegated authority.

Purchasing and supply management activities at the CRD are decentralized by divisions (service). Staff in those divisions are responsible for acquiring goods, services and construction for all operational and capital requirements in accordance with the terms of this policy.

6. RESPONSIBLE PROCUREMENT:

The CRD's primary goal in the procurement process is to attain best value using processes that are competitive, open, transparent and non-discriminatory. Where possible, the CRD will give preference to the purchase of goods, services and construction that minimize adverse environmental impacts and greenhouse gas emissions and that promote the recycling, re-use and reduction of waste. Authorized Staff will review and modify existing procurement specifications and create new specifications, to include environmentally and socially responsible options or criteria to be considered along with price and performance.

7. PROCUREMENT THRESHOLDS AND METHODS

The method of CRD procurement is based on the dollar value and the nature of the specific procurement transaction, ensuring that the cost and time associated with using a competitive process is proportionate to the benefit received.

Procurement methods must be selected in accordance with the following table and the procedures set out in Appendix B to this policy:

Estimated Transaction Cost	Method
Goods and Services	
Less than $5,000	Low-Value Process
Less than $10,000	Informal Quotation Process
$10,000 to $75,000	Written Quotation Process *or* Formal Competitive Process (RFP, ITQ, RFSO)
Greater than $75,000	Formal Competitive Process (RFP, ITQ, RFSO)
Construction	
Less than $200,000	Written Quotation Process *or* Formal Competitive Process (RFP, ITT)
Greater than $200,000	Formal Competitive Process (RFP, ITT)

Note: Multi-year agreements are dollar-value accumulative and shall be subject to the thresholds listed above. The requirement for competitive purchasing may be waived by a GM or the CAO and replaced with negotiations by staff under the circumstances set out in section 8 of Appendix B.

8. CONTRACTUAL AGREEMENTS

Authorized Staff are responsible for determining whether it is in the best interests of the CRD to establish a written contract with a supplier. The following factors should be taken into consideration:

- P-Cards should be used for straightforward purchases not exceeding $10,000 in value unless otherwise authorized by the applicable GM or CAO and only in accordance with the policies and procedures established by the Department of Finance & Technology.
- A purchase order may be used when the resulting contract is straightforward and does not exceed $50,000 in value unless otherwise authorized by the applicable GM or CAO, and will contain the CRD's standard purchase order terms and conditions.
- A written contract is to be used when the arrangement is complex or when terms and conditions are required that are not in the CRD's standard purchase order, including, but not limited to: contract security, performance monitoring, insurance, WorkSafeBC compliance and project schedules.
- A written contract must be used where the procurement method selected requires the use of CRD-approved templates (as set out in Appendix B).

Where it is determined that a written contract is required, the contract must be executed in accordance with the "Awarding and Execution of Contracts and Agreements" policy.

9. GENERAL

Late Bids. Submissions not received by the stated closing time and date will be rejected. The CRD will identify the timing device to be used.

Procurements That Exceed Budget. A bid that is accepted under the procedures set out must not exceed the amount that is included for that purpose, specifically or generally, in a budget approved by the Board. Where the bid was not accepted solely due to exceeding budget, the General Manager of the division must either recommend rejection, revision of the requirements sufficient to reduce the cost to within budget, or request approval from the Board for the transfer of additional revenues sufficient to fund the bid amount.

Unsolicited Proposals. Unsolicited proposals received by the CRD will be reviewed by Authorized Staff in the applicable division. Any procurement activity resulting from the receipt of an unsolicited proposal must comply with the provisions of this policy. A contract resulting from an unsolicited proposal will only be awarded on a non-competitive basis when the procurement requirements comply with the non-competitive procurement procedures described in Appendix B.

Identical Bids.

1. If identical lowest bids are received, each of which is less than the signing authority of the General Manager of the division and all other criteria are equal (delivery, service, performance, security of supply and price), the successful bid must be chosen by the

drawing of lots under the General Manager's supervision.

2. The General Manager of the division is to recommend to the CAO for decision whether any bid should be accepted as the successful bid if the CRD receives identical lowest bids, each of which is more than the General Manager's signing authority.

Increase to an Existing Contract or Purchase Order. Increases to the value of an existing contract or purchase order must only be approved by the Authorized Staff person that approved the award and only if the total amount of the contract or purchase order, including the increase, is within that Authorized Staff person's signing authority limit and within the project budget as set out in the approved financial plan.

Purchase Standardization. All CRD divisions shall cooperate in the purchase of supplies by simplifying and standardizing like requirements, wherever possible. Every effort should be made to reduce the types and kinds of products used to the smallest number (i.e., considering equivalents or any alternatives suggested) in order to minimize investment.

Co-operative Purchasing. Savings likely to be achieved through purchasing goods and services jointly with other government bodies should be pursued. This policy provides the authority to Authorized Staff to participate with other government agencies or public authorities in joint purchasing ventures when it is in the best interests of the CRD. In such cases, the procedures set out by the agency responsible for the venture will be followed, and not the procedures set out in this policy.

Financial Security. The purchaser may require financial security from potential suppliers if considered to be in the CRD's best interest. Bonding is not required on every bid, but it is advisable where there is a large liability, or the value is over $100,000.

Disposal of Surplus Goods. Management in service areas must dispose of all goods and equipment for which there is no longer a use by any method considered to be in the CRD's best interest, including transfer to another CRD division, public auction, public tender, trade or negotiated sale. If the surplus goods cannot reasonably be sold by any of these means, the goods may be disposed of in such manner as deemed appropriate and may include donation to a not-for-profit agency.

Surplus goods may not be sold to any CRD employee except via public auction or tender. Goods valued at less than $1,000 may be disposed of online through a silent auction.

Prohibitions. The following activities are prohibited:

1. Purchase by the CRD of any goods or services for personal use by or on behalf of any member of the Board, appointed officers or employees or their immediate families.
2. The division of a single purchase into multiple increments to circumvent policies or levels of authority.
3. Committing the CRD or entering into a procurement transaction without the appropriate authority to do so.

Conflict of Interest. No member of the Board, employee or volunteer shall have any direct or indirect pecuniary interest in any competitive bid or arrangement for the supply of goods, services or construction to the CRD, unless it is first disclosed by the person submitting the bid or supplying the goods, services or construction. All competitive bid documentation must include a section that requires suppliers to disclose any actual or potential conflicts of interest and

existing business relationships it may have with the CRD, its elected or appointed officials or employees prior to submission of the bid.

WorkSafeBC. All contracts for service to be provided on CRD property require the contractor to provide proof of registration, where applicable and remain in good standing with WorkSafeBC throughout the term of their contract. Contractors may be required to provide clearance letters before and after performing work for the CRD. In the event the contractor is not eligible for registration with WorkSafeBC for reasons other than workplace safety performance, the CRD may register the contractor and pay the applicable WorkSafeBC premiums at the contractor's expense.

Supplier Performance. Authorized Staff and the department responsible for a procurement transaction will maintain records of supplier performance. The information will be used to ensure contract compliance, to supplement a subsequent prequalification process or to justify a subsequent award to other than the low bidder where it can be demonstrated that such records are part of the evaluation process and criteria.

Supplier Debriefing. When a procurement transaction is awarded using a formal competitive process, unsuccessful suppliers are entitled to a debriefing upon request to obtain feedback on the strengths and weaknesses of their bid.

Insurance. All contracts for services to be provided on CRD property require the contractor to provide and maintain their own insurance coverage acceptable to the CRD, including but not limited to commercial general liability, auto, property/all risk and professional liability. The risk associated with each contract varies, and accordingly, the CRD may require additional factors, such as being named as an additional insured, cross-liability clauses, waiver of subrogation, notice of cancellation and proof of coverage.

Freedom of Information and Protection of Privacy Act. This policy is subject to the provisions of the *Freedom of Information and Protection of Privacy Act* with respect to the disclosure of information.

Exemptions. This procurement policy's Appendix B establishes competitive and non-competitive practices applying to the purchase of all types of goods, services and construction with the exception of the following:

1. the borrowing and investing of money;
2. the rental, lease, purchase and sale of property, land or accommodation;
3. memberships in professional and vocational associations and their publications; and other professional and training activities;
4. health services and social services;
5. legal services;
6. procurements from a public body or non-profit organization;
7. the hiring of contract employees;
8. goods and services purchased through provincial and federal corporate supply arrangements; and
9. goods, services, and construction purchased from Indigenous Businesses.

Despite this exemption, the approval process for a purchase must still be followed as set out in Appendix B or as otherwise established by procedure or policy. In general, this requires General

Manager, CAO, or Board approval prior to solicitation, depending on value; confirmation of available budget and inclusion in the financial plan; approval of an award in writing (depending on value); appropriate documentation of the purchase or agreement; and execution of the purchase by an individual with appropriate delegated authority.

Directed Procurement and Indigenous Business. Canada's trade agreements permit the inclusion of mechanisms for Indigenous peoples and businesses in a procurement, as well as for establishing set-aside programs for small and minority-owned businesses. CRD staff may develop programs or conduct directed procurements where appropriate.

Program criteria must be approved in writing by the Chief Administrative Officer and the General Manager, Corporate Services. Programs must balance competitive, best-value procurement principles with the CRD's interest in economic development and capacity building in the region's Indigenous communities and rural and remote communities. Criteria must be drafted with a view to good contract management.

Direct awards for contracts under $10,000 in value are encouraged for qualified Indigenous Businesses where the goods, services, or construction meet the bid requirements. Direct awards for contracts more than $10,000 are subject to the non-competitive purchase process set out in section 8 of Appendix B unless other program criteria are approved in advance of the purchase.

In addition, staff may consider the following in other procurements:

a) encouraging partnerships and joint ventures with Indigenous communities and established businesses and suppliers;
b) unbundling a percentage of works on a project, provided that the remainder of the works are subject to competitive procurement rules;
c) including criteria for community benefit or capacity building as defined deliverables;
d) coordinating works with those of Indigenous communities and entities that may benefit;
e) requesting submission by vendors of Indigenous business sub-contracting plans to build capacity;
f) establishing lists of pre-qualified suppliers;
g) organizing and providing advance notice of upcoming procurement opportunities or hosting information sessions where appropriate; and,
h) considering preferences for vendors identified by an Indigenous community, public authority, or government.

Limit. Any direct award valued at more than $500,000 requires Board approval and legal review to ensure the transaction is compliant with applicable trade agreements and procurement law principles.

Definition of Indigenous Businesses.

An Indigenous Business is defined as follows:

a) if a sole proprietorship, it must be wholly owned by an Indigenous person;
b) if a corporation, it must have at least 51 percent of the equity (including any common or voting shares) owned by one or more Indigenous businesses or Indigenous people; and
c) if a partnership or joint venture, it must have at least 51 percent of the ownership rights (including any voting rights) directly held by one or more Indigenous businesses or Indigenous people.

Where an Indigenous Business has six or more full-time employees as of the bid-submission date, at least a third of the employees must be Indigenous peoples, and this ratio must be maintained throughout the duration of the engagement.

6. SCHEDULE:

Appendix A – Definitions

Appendix B – Procurement Method Procedure

7. AMENDMENTS:

Adoption Date	Description:
April 9, 2015	
May 10, 2017	Superseded Procurement Policy, April 9, 2015
May 11, 2022	Addition of First Nations Procurement Language

8. REVIEWS:

Review Date	Description:
2025	

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

Awarding and Execution of Contracts and Agreements Policy, ADM07

Acquisition and Installation of Computer Hardware and Software, ADM78

Purchase of Third Party IT Services, ADM79

Green Fleet Policy, ADM89

First Nations Honoraria Policy, ADM84

"Capital Regional District Delegation Bylaw No. 1, 2017" (Bylaw No. 4186)

APPENDIX A

DEFINITIONS

"Acquire" or "Acquisition" means to obtain by any method, accept, receive, purchase, be vested with, lease, take possession, control or occupation of, and agree to do any of those things, but excludes expropriation, except by agreement under section 3 of the *Expropriation Act*;

"Best Value" means the optimal combination of Total Cost, performance, economic, environmental and social sustainability, reduced carbon dependency, and reduced waste.

"Bid" includes a proposal submitted in response to a Request for Proposal and a written formal offer, which may or may not be sealed, submitted in a particular form in response to an invitation to supply goods/services/construction, where the specifications and conditions of the goods or services are known and disclosed in the request;

"Board" means the board of the Regional District;

"Construction" means a construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in an incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the construction contract unless they are included in the procurement;

"Contract" means a contract for the supply (by way of sale, conditional sale, lease or otherwise) of goods, services or construction, including a purchase order or other document evidencing the obligation, and any amendments;

"Contract Amendment" means any change to a term, condition or other contract provision, including a Change Order;

"Dispose" or "Disposition" means to transfer by any method including assign, give, sell, grant, charge, convey, lease, divest, dedicate, release, exchange, alienate or agree to do any of those things;

"Formal Competitive Process" means a public procurement process that is competitive, open, transparent, non-discriminatory and compliant with the requirements of the AIT and NWPTA, and includes an ITQ, ITT, RFP, RFSO and RFQ;

"Invitation to Quote (ITQ)" means a process used to solicit bids or quotes from vendors for the provision of clearly specified goods or services. The bids received in response to an ITQ are evaluated primarily on price;

"Invitation to Tender (ITT)" means a process used to solicit bids from vendors for the provision of construction services where the specifications, terms, conditions and other details are set out in the invitation, and the responsive bids are evaluated primarily on price, without further negotiations;

"Notice of Intent (NOI)" means a publicly advertised method to inform vendors a contract is to be directly awarded on the basis that there is only one suitable vendor to provide the good or service.

"Original Value" means the contract price or fees for services as at the effective date of the Contract, excluding taxes;

"Procurement" means the acquisition by any means, including by purchase, rental, lease or conditional sale, of goods, services or construction;

"Request for Expression of Interest (RFEOI)" means the buyer is interested in receiving information from suppliers on any products or services available to achieve a particular outcome and may issue an RFQ, RFP or ITT depending on the response. The RFEOI is used to survey the market for firms interested in responding to a tender or RFP from the buyer. RFEOI are not open for bidding;

"Request for Proposal (RFP)" means an invitation for providers of a product or service to bid on the right to supply that product or service where the requirement for goods or services cannot be definitively defined or specified or alternative solutions or offers are being solicited. Proposals are evaluated on predetermined criteria where the selection of a supplier may not be made solely on the basis of the lowest price;

"Request for Qualifications" means a non-binding request to potential suppliers who wish to be considered for future RFPs or other competitive purchasing processes to pre-qualify based on various factors, including but not limited to expertise, experience, availability, and prior performance, in order to avoid either buyer or supplier devoting resources to preparing and evaluating future RFPs or competitive processes.

"Request for Standing Offer (RFSO)" means an invitation for providers of a product or service to bid on the right to supply that product or service by way of a standing offer. A standing offer is an offer from a supplier to provide well-defined, readily available goods or services, as and when requested, at prearranged prices or on a prearranged pricing basis, which can be established at the outset, under set terms and conditions, and for a specific period of time.

"Signing Authority" means the approved levels of authority, as defined in the CRD Delegation Bylaw, to purchase goods or services on behalf of the CRD (see Signing Authority Form);

"Total Cost" means the sum of all costs attributable to products, construction, and services associated with performing the intended function over the entire term of use and includes factors such as acquisition cost, installation cost, disposal value, disposal cost, operational cost, maintenance cost, quality of performance and environmental impact.

APPENDIX B

PROCUREMENT METHOD PROCEDURES

1. Low Value Process

Application

1.1 This method will be used for goods or services having a value less than $5,000 and required for a one-time (non-repetitive) procurement.

Process

1.2 Before initiating the transaction, staff and volunteers with sufficient signing authority must obtain approval from the applicable General Manager [1]("GM").

1.3 An informal quote or quotes (i.e. telephone, email, fax, letter) from known suppliers will be obtained. Competitive quotes should be obtained where possible.

1.4 Authorized Staff are responsible for ensuring that low value procurements are made at fair market value and all information relating to the procurement must be documented and maintained on file.

1.5 Authorized staff are responsible for selecting the payment tool appropriate for the transaction (refer to sections 8 and 9 of the Procurement Policy).

2. Informal Quotation Process

Application

2.1 This method will be used for goods or services having a value less than $10,000 and required for a one-time (non-repetitive) procurement.

Process

2.2 Before initiating the transaction, staff and volunteers with sufficient signing authority must obtain approval from the applicable GM or the GM, Finance and Technology.

2.3 Three informal quotes (i.e. telephone, email, fax, letter) will be obtained from known suppliers.

2.4 Authorized Staff are responsible for ensuring that the purchase or acquisition is made at fair market value and all information relating to the procurement must be documented and maintained on file.

2.5 Authorized staff are responsible for selecting the payment tool appropriate for the transaction (refer to sections 8 and 9 of the Procurement Policy).

[1] CRHD and CRHR procurements will follow the process as set out in this Appendix B but are subject to the approval of their Boards and/or delegated approving authorities.

3. Written Quotation Process

Application

3.1 This method will be used where:

3.1.1 for goods or services, the value of the transaction is between $10,000 and $75,000,

3.1.2 for construction, the value of the transaction is between $10,000 and $200,000,

3.1.3 the transaction is for a one-time (non-repetitive) procurement of goods, services or construction; and

3.1.4 the goods, services or construction required can be fully defined.

3.2 Authorized Staff may determine that it is appropriate to use a formal competitive process instead of the written quotation process even though the value of the transaction is less than $75,000 (for goods or services) or $200,000 (for construction). In such a case, Authorized Staff will, in accordance with the provisions of this Appendix, use an Invitation to Quote (goods and services only), Invitation to Tender (construction only) or a Request for Proposals (goods, services or construction).

Process

3.3 The upper limit of staff and volunteer signing authority is $100,000. Staff and volunteers with sufficient signing authority must only initiate transactions under the $100,000 limit, and only after obtaining approval of the applicable GM. Transactions exceeding the upper limit of staff signing authority but not exceeding $200,000 may be initiated after receiving approval of a GM.

3.4 Where a GM approves the initiation of a written quotation process, the applicable GM is responsible for the execution of the transaction, which includes making key decisions, approving the award and executing all required documentation.

3.5 Written quotes will be obtained as follows:

3.5.1 three (3) written bids obtained from three (3) separate potential suppliers;

3.5.2 all suppliers will receive the same quotation written information; and

3.5.3 all bid documentation will be retained by the Authorized Staff person in Department files to be held in accordance with CRD records retention policies.

3.6 Authorized Staff are responsible for selecting the supplier on the basis of best value to the CRD.

3.7 Authorized Staff are responsible for ensuring that the purchase or acquisition is formalized in a written contract, where appropriate (in accordance with section 8 of the Procurement Policy).

4. Invitation to Quote (ITQ)

Application

4.1 This method should be used where:

4.1.1 the procurement is for goods or services and the value of the transaction exceeds $75,000; and

4.1.2 the requirement can be fully defined such that the primary competing factor is price (i.e. the solution(s), specification(s), performance standard(s) and timeframe(s) are known).

4.2 This method may be used where the value of the transaction is less than $75,000 and the other criteria set out in section 4.1 are met.

4.3 Authorized Staff may issue a Request for Proposals instead of an Invitation to Quote where, in accordance with section 6 of this Appendix, Authorized Staff determine that a Request for Proposals would be more appropriate in the circumstances.

4.4 For clarity, this method must not be used for construction procurement transactions (the Invitation to Tender process is used for construction transactions – see section 5 of this Appendix).

Process

4.5 The upper limit of staff and volunteer signing authority is $100,000. Invitations to Quote must only be initiated as follows:

4.5.1 for acquisitions under $100,000, by Authorized Staff or the applicable GM;

4.5.2 for acquisitions estimated to be over $100,000 but not exceeding $500,000,on written approval from the applicable GM or CAO;

4.5.3 for acquisitions estimated to be over $500,000 but not exceeding $5,000,000,on written approval of the CAO; or

4.5.3 for acquisitions over $5,000,000, on approval of the Board by way of a Board resolution authorizing the Invitation to Quote.

4.6 Invitations to Quote will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.6 to 5.9 of this Appendix.

4.7 On receipt of quotations from respondents, the competitive bid will be reviewed in accordance with the terms of the Invitation to Quote.

4.8 Staff will forward to the GM of the responsible department a summary of the procurement and recommend an award of contract to the supplier that meets all the mandatory requirements and provides the best value as stipulated by the ITQ.

4.9 Following review by the applicable GM, a summary of the procurement and the recommendation of award will be forwarded as follows for final approval of award:

4.9.1 for awards within the signing authority limit of Authorized Staff, to the responsible staff person or the applicable GM;

4.9.2 for awards above $100,000 but below $500,000, to the applicable GM or CAO;

4.9.3 for awards over $500,000 but not exceeding $5,000,000, on written approval of the CAO; or

4.9.4 for awards over $5,000,000, to the Board.

4.10 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

5. Invitation to Tender

Application

5.1 An Invitation to Tender must be used where:

5.1.1 the procurement is for construction and the value of the transaction is $200,000 or greater; and

5.1.2 the specifications are adequately defined to permit the evaluation of tenders against the clearly stated criteria.

5.2 An Invitation to Tender may be used where the procurement is for construction and the value of the transaction is less than $200,000.

5.3 Authorized Staff may issue a Request for Proposals instead of an Invitation to Tender where, in accordance with section 6 of this Appendix, Authorized Staff determine that a Request for Proposals would be more appropriate in the circumstances.

5.4 For clarity, this method must not be used for goods and services procurement transactions (the Invitation to Quote process is used for goods and services transactions – see section 4 of this Appendix).

Process

5.5 The upper limit of staff and volunteer signing authority is $50,000. Invitations to Tender must only be initiated as follows:

5.5.1 for acquisitions under $100,000, by Authorized Staff or the applicable GM;

5.5.2 for acquisitions estimated to be over $100,000 but not exceeding $500,000,on written approval from the applicable GM or CAO;

5.5.3 for acquisitions estimated to be over $500,000 but not exceeding $5,000,000 written approval of the CAO; or

5.5.4 for acquisitions over $5,000,000, on approval of the Board by way of a Board resolution authorizing the tender call.

5.6 The department responsible for issuing the Invitation to Tender will review and determine the specifications, terms and conditions relevant to the acquisition and provide this information to the applicable GM or CAO before notice of the Invitation to Tender is issued.

5.7 Where a GM or the CAO approves the initiation of an Invitation to Tender, the applicable GM or CAO is responsible for the execution of the transaction, which includes making key decisions, approving the award and executing all required documentation.

5.8 All Invitations to Tender will be issued using standard CRD contracts and tender documentation, unless otherwise approved by the Corporate Services department.

5.9 Notice of an Invitation to Tender will be given by electronic posting on BC Bid and the CRD webpage, complemented, if appropriate, by other means of making the public and suppliers aware of the invitation. If the Invitation to Tender is issued out of a competitive prequalification process that was posted on BC Bid, notice will only be given to successful respondents in a manner consistent with the prequalification documents.

5.10 The department responsible will evaluate the bids in accordance with the terms of the tender documentation and will recommend to Authorized Staff, the applicable GM, CAO or CRD Board (in accordance with section 5.11 of this Appendix) that the contract be awarded to the bidder offering best value.

5.11 Awards will be approved as follows:

5.11.1 for tenders below $100,000, by Authorized Staff or the applicable GM;

5.11.2 for tenders below $500,000, by the applicable GM or CAO;

5.11.3 for tenders above $500,000, but not exceeding $5,000,000 by the CAO; and

5.11.4 for tenders exceeding $5,000,000, by the Board.

5.12 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

6. Request for Proposals

Application

6.1 A Request for Proposals should be used for goods, services or construction where:

6.1.1 suppliers are invited to propose a solution to a problem, requirement or objective;

6.1.2 the selection of the supplier is based on the effectiveness of a proposal or other criteria, rather than primarily on price alone;

6.1.3 it is expected that negotiations with one or more bidders may be required with respect to any aspect of the requirement; or

6.1.4 the requirement is best described in a general performance specification.

6.2 Where the requirement is not straightforward or an excessive workload would be required to evaluate proposals, either due to their complexity, length, number of any combination of factors, a multi-step process may be used that would include a prequalification stage to ensure the workload is a manageable level.

6.3 At the discretion of Authorized Staff, this method may be used where the value of the transaction is less than $75,000 and the other criteria set out in section 6.1 are met.

Process

6.4 The upper limit of staff and volunteer signing authority is $100,000. Staff and volunteers with sufficient signing authority must only initiate transactions under the $100,000 limit,or their approved signing authority, and only after obtaining approval of the applicable GM.

6.5 Requests for Proposals will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.5 to 5.9 of this Appendix.

6.6 A selection committee composed of staff from the responsible department will review all proposals against the established criteria and reach consensus on the final rating results and ensure that the final rating results with supporting documents are kept on the procurement file.

6.7 Staff will forward to the GM of the responsible department a summary of the procurement and recommend an award of contract to the supplier that meets all the mandatory requirements and provides the best value as stipulated by the Request for Proposal.

6.8 Following review by the applicable GM, a summary of the procurement and the recommendation of award will be forwarded as follows for final approval of award,

6.8.1 for awards within the signing authority limit of Authorized Staff, to the responsible staff person;

6.8.2 for awards below $500,000, to the applicable GM or CAO;

6.8.3 for awards above $500,000 but not exceeding $5,000,000, to the CAO;

6.8.4 for awards exceeding $5,000,000, to the Board.

6.9 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

7. Request for Standing Offer

Application

7.1 A Request for Standing Offer will be used where:

7.1.1 the same goods or services are repetitively ordered and the actual demand is not known in advance; or

7.1.2 a need is anticipated for a range of goods and services for a specific purpose, but the actual demand is not known at the outset, and delivery is to be made when a requirement arises.

Process

7.2 Where the total value of goods or services required is estimated to be less than $75,000 in a fiscal year, Authorized Staff will determine, in consultation with the appropriate GM, whether it is appropriate to issue a Request for Standing Offer in accordance with the above criteria.

7.3 Where the total value of goods or services required is estimated to be less than $75,000 in a fiscal year, Authorized Staff, with approval of the applicable GM or CAO, may solicit written quotes from at least three (3) known suppliers who are qualified to supply the goods or services.

7.4 Where the total value of goods or services to be purchased is estimated to be above $75,000 in a fiscal year, a Request for Standing Offer will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.5 to 5.11 of this Appendix.

7.5 In a Request for Standing Offer, the expected quantity of the specified goods or services to be purchased over the time period of the agreement will be as accurate an estimate as practical and be based, to the extent possible, on previous usage.

7.6 More than one supplier may be selected where it is in the best interests of the CRD and the bid solicitation allows for more than one.

7.7 Where competition results in a large number of offers from vendors, Authorized Staff are authorized to negotiate lower unit rates with the highest ranked vendors in return for a reduction in the number of firms authorized to provide the goods or services or the offer of a firm contractual commitment by the CRD.

7.8 The bid documentation and accompanying contractual documentation may provide that the time period to provide goods or services may be extended beyond the end of the fiscal year at the mutual consent of the CRD and the supplier.

7.9 A contract resulting from a request for standing offer will be subject to the normal contract award signing limits for the total anticipated value of the standing offer over the term of the contract.

8. Non-Competitive Purchase Process

Application

8.1 The requirement for competitive purchasing may be waived by an applicable GM or theCAO and replaced with negotiations by staff under the following circumstances:

8.1.1 where competition is precluded due to the application of any Act or legislation or other legal consideration (such as patent rights/copyrights);

8.1.2 where it can be demonstrated that only one supplier is able to meet the requirements of a procurement and a Notice of Intent has been issued;

8.1.3 where the nature of the requirement is such that it would not be in the public interest to solicit competitive bids as in the case of security of confidentiality matters,

8.1.4 where the possibility of a follow-on contract was identified in the original bid solicitation;

8.1.5 where the requirement is for a utility for which there exists a monopoly;

8.1.6 where an unforeseeable situation of urgency exists and the goods, services or construction are urgently required, and delay would be injurious to the public interest;

8.1.7 where the procurement is from a public body or non-profit organization;

8.1.8 where the value of a transaction for goods or services is less than $75,000 and the applicable GM or CAO has determined that a competitive process would not be practical and has given written approval for the acquisition; or

8.1.9 where the value of a transaction for construction is less than $200,000 and the applicable GM has determined that a competitive process would not be practical and has given written approval for the acquisition;

8.2 Approval of a non-competitive transaction must be within the signing authority of the person approving the transaction.

8.3 Staff must seek Board approval for a non-competitive transaction in excess of $500,000 but should not do so without first seeking appropriate advice on whether the transaction is compliant with applicable trade agreements and procurement law principles.

Process

8.4 When staff or volunteers wish to use a non-competitive purchase process, staff will provide the CAO or applicable GM with the rationale that warrants a non-competitive selection for approval and will obtain the CAO's or applicable GM's written approval before proceeding. If the amount of the proposed non-competitive purchase is over $500,000, the Board must approve the transaction.

8.5 The supplier in whom the CRD has the greatest confidence to fulfill the requirement and provides for fair market value will be selected. Awards will be approved as follows:

8.5.1 for awards under $500,000, by the CAO or an applicable GM;

8.5.2 for awards over $500,000, by the Board.

9. Request for Qualifications

9.1 A Request for Qualifications may be conducted in any procurement transaction for goods, services or construction to determine qualified suppliers that may bid on a subsequent procurement process undertaken by the CRD. A Request for Qualifications may be used in the following circumstances:

9.1.1 the work requires a stipulated performance and experience level or requires elements of confidentiality or security; or

9.1.2 the value and complexity of the work is such that the contract administration costs (work inspection, follow-up, delay) would result in substantial additional costs or loss to the CRD is the work is not performed as required; or

9.1.3 to build supplier interest to determine if there are enough suppliers to justify a full Request for Proposal process or other formal competitive process.

Process

9.2 Staff and volunteers with sufficient signing authority must only initiate transactions under the $100,000 limit and only after obtaining approval of the applicable GM.

9.3 For transactions that are estimated to be above $75,000, a Request for Qualifications will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.5 to 5.11 of this Appendix.

9.4 A selection committee composed of staff from the responsible department will review all submissions against the criteria established in the Request for Qualifications, reach a consensus on the final rating results, and ensure that the final rating results with supporting documents are kept on the procurement file.

9.5 The final rating results will be forwarded for approval in the same manner as a Request for Proposals award approval and will follow the process set out in section 6.8 of this Appendix.

10. Other

10.1 There may be other procurement methods or tools not described in this Appendix that may be appropriate for any given transaction (including, for example, a Request for Expression of Information or Request for Information).

10.2 Authorized Staff may use a method not listed in this Appendix for transactions within their signing authority limit with the approval of the applicable GM and the Corporate Services department.

10.3 Staff may bring forward for approval methods not listed in this Appendix for transactions outside of their signing authority as follows:

10.3.1 for transactions with an estimated value of less than $500,000 to the applicable GM or CAO;

10.3.2 for transactions with an estimated value of more than $500,000 but not exceeding $5,000,000 to the CAO;

10.3.3 for transactions exceeding $5,000,000, to the Board.

10.4 When staff wish to use a method not listed in this Appendix, staff will provide the rationale that warrants the process proposed and a description of the process proposed when seeking approval in accordance with 10.3 above.

Making a difference...together

CAPITAL REGIONAL DISTRICT
CORPORATE POLICY

Policy Type	*Board*		
Section	*Finance & Technology*		
Title	PROCUREMENT POLICY		
Adopted Date	May 10, 2017	Policy Number	BRD14
Last Amended	May, 2022		
Policy Owner	Financial Services		

1. POLICY:

The policy is intended to:

- Advance the Capital Regional District's (CRD) commitment to economic, environmental, and social responsibility by supporting the Acquisition of sustainable products and services; and
- Meet the requirements of the *Community Charter*, the *Local Government Act*, competitive bidding law derived from domestic and international trade, including, the Canadian Free Trade Agreement (CFTA), the New West Partnership Trade Agreement (NWPTA), Canada-European Union Comprehensive Economic and Trade Agreement (CETA/UK), and public sector Procurement standards.

2. PURPOSE:

This policy outlines authorization and competition requirements for procuring goods, services and Construction for the Capital Regional District (CRD), the Capital Regional Hospital District (CRHD) and the Capital Region Housing Corporation (CRHC) (collectively referred to as "CRD").

3. SCOPE:

This policy applies to all CRD services , and all Acquisitions and purchases made by CRD officers, employees and volunteers.

While this policy refers to CRD, all CRHD and CRHC Procurements must follow the process as set out in this policy, with appropriate variations for the approval of the applicable Board and/or delegated approving authorities.

Specific exemptions are set out in subsection 5.5.2, e).

4. DEFINITIONS:

Schedule A establishes a list of definitions.

5. PROCEDURE:

5.1 Authority for Procurement Transactions

5.1.1 Transactional Authority – CRD and CRHC:

Transactions must be within the scope of the Board-approved Annual Financial Plan and must only be initiated and executed by persons authorized to purchase goods and services within the authorized purchasing limits as set out in the CRD Delegation Bylaw ("Authorized Staff"). Authorized Staff must only authorize Procurement transactions and legally binding commitments that are within the transactional authority attributed to those Authorized Staff in the CRD Delegation Bylaw.

Initiation and Commitment Authority:

a) Binding Commitments: Before initiating any Procurement process that directly leads to a binding contract, or before executing a Purchase Order (PO), or call-up, staff and volunteers must confirm funds availability and must either hold sufficient transactional Signing Authority under the CRD Delegation Bylaw for the total commitment value or obtain written approval from an individual possessing that authority.

b) Non-Binding Frameworks: Where a Procurement method establishes a pre-qualified list of Vendors without creating an immediate financial obligation, such as a Request for Standing Offer (RFSO), the authority to initiate the solicitation and execute the resulting framework agreements rests with the applicable General Manager (GM) (or the Chief Financial Officer/designate for corporate-wide arrangements). Signing Authority under the CRD Delegation Bylaw is exercised subsequently at the time an individual Statement of Work, task authorization or call-up is executed against the framework.

Staff are responsible for understanding and adhering to the terms of this policy when involved in the Acquisition of goods, services and Construction for all operational and capital requirements.

Refer to ADM03*, Awarding and Execution of Contracts and Agreements Policy*, for more information on delegation and conditions for exercising delegated authority, including agreements and land use agreements which are outside the scope of this policy.

5.1.2 Transactional Authority – CRHD:

CRHD Procurements require CRHD Board approval prior to initiation, award, and execution, as the *Hospital District Act* does not permit a delegation of authority to staff. Prior to borrowing or purchasing for capital, the CRHD Board must pass a capital bylaw.

CRHD purchases are otherwise subject to the requirements of this policy. For clarity, purchases made under the CRD's Community Health Powers under SLP 1656/1974 are considered CRD Procurements and may be conducted in accordance with the CRD Delegation Bylaw.

5.2 Responsible Procurement

The CRD's Procurement process goal is to promote the principles of fair and open

competition, transparency and accountability. By leveraging demand aggregation and rigorous Best Value evaluations, the process secures optimal value for money across all transactions.

5.3 Procurement Thresholds and Methods

The method of CRD Procurement is determined by the estimated aggregate dollar value, complexity and nature of the transaction. Sourcing methods are structured to ensure that the administrative cost and timeline of competitive processes are proportionate to the risk, scope and benefit received, while maintaining full compliance with applicable trade agreements.

5.3.1 Typical Procurement Methods:

a) Method Selection: Staff must select the appropriate Procurement method in accordance with Schedule B, 'Procurement Thresholds and Method Procedures'.

b) Aggregated Contract Value: Sourcing thresholds apply to the total estimated lifetime commitment of the transaction. For multi-year agreements, the threshold must account for the cumulative value across the Initial Term plus all contemplated renewal and option periods. Dividing, splitting, or phasing purchases to bypass competitive thresholds is strictly prohibited.

c) Exceptions to Competition: The requirement for an open competitive process above trade thresholds may be waived only under the specific limited tendering exemptions outlined in Section 5.5.2,e) of this policy and authorized by the GM or Chief Administrative Officer (CAO).

d) For routine, low-risk operational expenditures falling below formal competitive thresholds, staff may utilize streamlined purchasing methods (like Low Value Process) in accordance with the procedures and monetary thresholds set out in Schedule B. All low-value transactions must comply with the CRD Delegation Bylaw, available budget allocations and applicable risk management guidelines.

5.4 Contractual Agreements and Execution

Every Procurement transaction must be formalized with legally binding documentation appropriate to the risk, dollar value and scope of the Acquisition.

Authorized Staff are responsible for ensuring that an appropriate contractual instrument (such as a standard PO with terms, Request for Offer Contract, or CRD legal agreement) is executed prior to the commencement of work or delivery of goods.

All Contracts resulting from a Procurement process must be documented, negotiated and executed in accordance with ADM03, *Awarding and Execution of Contracts and Agreements Policy* and CRD Delegation Bylaw.

5.5 Procurement Lifecycle

The Procurement lifecycle provides a structured framework for acquiring goods, services and Construction required by the CRD. It outlines the process for solicitation and Contract

management across five phases, ensuring alignment with legislative requirements and trade obligations.

The Procurement lifecycle supports compliance with the Procurement Policy, identifies and mitigates process risks to the CRD and enhances internal efficiency by standardizing Procurement and Contract service delivery.

The five phases of the CRD's Procurement lifecycle are delineated in subsections 5.5.1 to 5.5.5 of this policy.

5.5.1 Phase 1 - Planning Phase:

a) Alternatives to a new Procurement should be considered (e.g. use of existing resources including equipment and personnel);

b) Market Sounding is recommended when more information is required to inform a future Procurement project. Examples of related solicitation vehicles commonly used for engaging with Vendor communities in advance of a solicitation include a Request for Expression of Interest (RFEOI), and a Request for Information (RFI):

   i. An RFEOI is used when a solution or idea is contemplated, but the availability of the solution or idea within the market is unknown; and
   ii. An RFI is used when information is required to support the development of requirements and specifications for a future Procurement process.

c) Existing Standing Offers (SO) or pre-qualified supplier lists must be leveraged if/when the scope of work aligns to the business needs.

d) When determining the appropriate solicitation method to use consider:

   i. the goods, services, or Construction being procured;
   ii. the method of evaluation;
   iii. the value and complexity of the opportunity;
   iv. the appropriate solicitation document; and
   v. the appropriate form of Contract.

e) When determining the value of a Procurement the following must be considered:

   i. the entire scope of the opportunity including, but not limited to products, services, licensing, installation, maintenance or updates; and
   ii. the entire estimated value of the opportunity including fees, expenses and other remuneration as well as all potential options for extensions or renewals.

f) Procurement must not be structured to avoid policy and applicable Trade Agreement requirements.

g) Approval to initiate a Procurement process must align with the nature of the solicitation. Approval to initiate the RFSO and execute the framework rests with the applicable GM based on estimated framework capacity. Approval to initiate an RFSO for corporate agreements rests with the applicable GM, who has the subject matter expertise or significant operational oversight.

5.5.2 Phase 2 - Advertising and Evaluation Phase:

a) Approved solicitation templates must be used. Legal Services must prepare and advise on new or amended solicitation templates.

b) In a competitive solicitation:

   i. information must be provided to all Vendors in a non-discriminatory manner;
   ii. evaluation criteria, including any weightings or any reference check requirements, must be disclosed; and
   iii. Vendors must be provided with sufficient time to submit responses.

c) Solicitations must be posted on BC Bid for 25 calendar days (excluding posting and closing days) unless one or more of the following applies:

   i. the goods, services or Construction are being obtained under an existing SO;
   ii. The solicitation is only open to Qualified Service Providers (from an RFSO); and
   iii. The estimated value of the Procurement is below the competitive threshold as outlined in Schedule B.

d) Evaluation of proposals and Bids shall be evaluated in a fair, transparent and objective manner.

   The stages of the evaluation process are:

   Stage 1 - Mandatory Compliance Review: Responsible Staff will conduct an initial pass/fail assessment of all submissions for compliance. Non-compliant Bids must be rejected immediately.

   Stage 2a - Independent Technical Evaluation: The Evaluation Committee will score the technical merits of the compliant proposals based on the pre-established criteria.

   Stage 2b - Responsible Staff will facilitate a consensus meeting involving all members of the Evaluation Committee. This consensus meeting will serve as an opportunity for the Evaluation Committee members to discuss their individual perspectives and findings in relation to reviewing the technical criteria, as above in 2a. Proponents who meet any stated minimum score threshold will advance to a Financial Evaluation.

   Stage 3 - Financial Evaluation: Financial content shall be evaluated independently by the Responsible Staff. To prevent bias, financial proposals shall be kept sealed or hidden from the Evaluation Committee until Stage 2b above is complete.

   Stage 4 - Subject to Contract finalization and negotiation, the Contract shall be awarded to the Vendor whose proposal scores the highest cumulative points (technical and financial), representing Best Value to the CRD.

e) Direct Awards must not be used for the purpose of circumventing formal Procurement processes and/or competition, and opportunities should be competed to the extent deemed reasonable and cost effective.

   Decisions to Direct Award must be aligned with the exemption criteria and be adequately documented.

   Any Direct Award with a minimum aggregate value (including option years) of $75,000 or greater for goods or services or $200,000 or greater for Construction

must be communicated publicly by way of posting a Notice of Intent (NOI) to BC Bid. NOI documents must be reviewed by the Procurement Manager.

The exemption criteria for pursuing a Direct Award includes:

i. the absence of receipt of any Bids in response to a competitive Procurement process, where no suppliers requested participation;
ii. demonstrated proof that only one supplier is able to meet the requirements of a Procurement resulting from:
    - the protection of patents, copyrights or other exclusive rights;
    - an absence of competition for technical reasons;
    - the supply of goods or services is controlled by a supplier that is a statutory monopoly;
    - necessary compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative; or
    - work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect on the property of the original work.
iii. when the Acquisition is of a confidential or privileged nature and disclosure through an open bidding process could reasonably be expected to compromise CRD confidentiality, cause economic disruption, result in waiver of privilege or be contrary to the public interest;
iv. where an unforeseeable situation of urgency exists and the goods, services or Construction could not be obtained in time by means of open Procurement procedures;
v. the rental, lease, purchase and sale of property, land or accommodation;
vi. liquidation and management services for regulated financial institutions;
vii. health services and social services;
viii. services that may, under applicable law, only be provided by licensed lawyers or notaries;
ix. from philanthropic institutions, non-profit organizations or natural persons with disabilities;
x. goods and services purchased through provincial and federal Corporate Supply Agreements; or
xi. goods, services and Construction purchased from Indigenous businesses.

An exception allowed by a Trade Agreement may be used, but only if that same exception is available under all other Trade Agreements to which the Procurement is also subject.

Despite leveraging any exemption criteria, the approval process for initiating a purchase must be followed, or as otherwise established by procedure or policy. In general, this requires Authorized Staff, GM, CAO or Board approval prior to solicitation, depending on value; confirmation of available budget and inclusion in the financial plan; approval of an award in writing (depending on value); appropriate documentation of the purchase or agreement; and execution of the purchase by an individual with appropriate delegated authority.

Any Direct Award valued at more than $500,000 requires legal review and Board approval to ensure the transaction is compliant with applicable Trade Agreements and Procurement law principles.

5.5.3 Phase 3 - Award and Authorization Phase:

a) The supporting rationale for the ranking of all Vendors must be documented;

b) A Vendor must be informed in writing of its own standing once the evaluation phase is complete, a Contract is signed, Vendors must be offered feedback on how their responses were evaluated and how the Vendor might have improved its response; this applies to Procurement that meets, or exceeds competitive Bid thresholds; and

c) Responsible Staff must disclose the successful award on BC Bid within 72 days of award for a competitive, publicly posted Procurement.

5.5.4 Phase 4 - Contract Monitoring and Performance Phase:

Refer to ADM03, *Awarding and Execution of Contracts and Agreements Policy*.

5.5.5 Phase 5 - Close-out Phase:

Refer to ADM03, *Awarding and Execution of Contracts and Agreements Policy*.

The standard Procurement procedures are included in Schedule B.

5.6 GENERAL

5.6.1 Late Bids:

Unless otherwise stated in the solicitation document, submissions not received by the closing date and time will be rejected, unopened. The CRD will identify the timing device to be used.

5.6.2 Procurements That Exceed Budget:

A Bid accepted must not exceed the amount allocated for that purpose (specifically or generally) in the approved Financial Plan. Where the Bid was not accepted solely due to exceeding budget, the GM of the division must either recommend rejection, revision of the requirements sufficient to reduce the cost within budget or request approval from the Board for the transfer of additional revenues sufficient to fund the Bid amount.

5.6.3 Unsolicited Proposals:

Unsolicited proposals received should be forwarded to and reviewed by Procurement Services staff. Any Procurement activity resulting from the receipt of an unsolicited proposal must comply with the provisions of this policy.

A Contract resulting from an unsolicited proposal will only be awarded on a non-competitive basis when the Procurement requirements comply with the Non-Competitive Procurement Process procedures described in Schedule B.

5.6.4 Identical Bids:

a) If purchasing based on lowest price and not on Best Value, and identical lowest Bids are received, each of which is less than the Signing Authority of the GM of the division and all other criteria are equal (delivery, service, performance, security of supply and price), the successful Bid must be chosen by the drawing of lots under the GM's supervision; and

b) If greater than the GM's Signing Authority, the GM is responsible for recommending to the CAO or Board whether any Bid should be accepted as the successful Bid.

5.6.5 Amendments to an Existing Contract, Purchase Orders and Change Orders:

Amendments to an existing Contract, PO or the issuance of a Change Order (each "change" for the purposes of this section) must comply with the following:

a) Changes must remain consistent with the originating scope and must not alter the fundamental nature, purpose or competitive intent of the original Contract;

b) A Contract Amendment is a legally binding instrument used to modify the terms, conditions, scope or authorized value of an executed Contract. An amendment is required whenever a proposed change affects legal rights or liabilities, alters contractual obligations or increases the total authorized financial commitment beyond the approved Contract award amount and any approved Contingency allowance (where applicable, such as for Construction Contracts).

c) Contract Amendments must be justifiable, in writing, approved in accordance with Delegation of Authority and signed by an authorized representative in accordance with CRD's Delegation Bylaw. Approval must be for the total value of the Contract and not just the value of the amendment; and

d) Contract Amendments must follow language and direction included in ADM03, *Awarding and Execution of Contracts and Agreements Policy*.

e) Change Orders apply strictly to routine, within scope adjustments to technical specifications, quantities, site conditions, schedules or pricing. Change Orders may increase the Contract value up to the total authorized amount consisting of the original Contract award plus any Contingency approved at the time of award. The approved Contingency forms part of the authorized financial commitment for the Contract and may be drawn upon through approved Change Orders. Change Orders can be used to address unforeseen conditions or necessary variances strictly required to deliver the original scope articulated through the solicitation and Contract. Change Orders are departmental responsibilities and are funded through any approved Contingency allowance (where applicable, such as for Construction Contracts). They cannot alter fundamental legal terms, liability caps or the total approved financial commitment.

    i. The cumulative value of all positive Change Orders shall not exceed the Contingency amount approved at the time of Contract award. Any Change Order that would cause the cumulative value of approved changes to exceed the authorized Contingency amount must receive prior approval from the appropriate Signing Authority and be supported by a Contract Amendment.
    ii. If no contingency was approved, approval authority must be based on the Contract's total cumulative value, including the original Contract and all previous or proposed amendments, rather than the value of the individual change.
    iii. When the cumulative gross value of all modifications exceeds the total

authorized amount, consisting of the original Contract award plus any contingency approved at award, a Contract Amendment is required.

f) Purchase Orders:

   i. Where a transaction is governed solely by a standard PO (containing standard terms and conditions without amendment), modifications must be executed via an official revised PO;
   ii. A PO without terms and conditions is not a legal Contract. Those PO commitments will not be adjusted without an attached, fully executed Contract, Change Order, Contract Amendment or revised PO.

g) Follow-on Work (new, subsequent or optional scope that was not competitively priced and/or evaluated under the original solicitation) constitutes a new Procurement. Notwithstanding any reference to "follow-on" in ADM03, Follow-on Work will not be executed via a Change Order or funded through project Contingency reserves; it must be competitively procured or formally approved as a Direct Award pursuant to this policy.

5.6.6 Purchase Standardization:

All CRD divisions shall cooperate in the Procurement of supplies by identifying common requirements to support operational efficiency, value for money and effective asset management. The CRD shall seek to leverage aggregated purchasing opportunities and economies of scale while maintaining compliance with applicable Procurement obligations and fostering fair and open competition.

5.6.7 Co-Operative Purchasing:

Savings likely to be achieved through purchasing goods and services jointly with other government bodies should be pursued.

The Procurement Manager will support and lead participation with other government agencies or public authorities in joint purchasing ventures when it is in the best interests of the CRD. In such cases, the procedures set out by the agency responsible for the venture will be followed, and not the procedures set out in this policy.

5.6.8 Use of Third-Party Contractors:

Where staff do not have expertise or capacity to conduct a Procurement, a third-party Procurement consultant may be utilized to provide support at the cost of the requesting department, contingent on funding availability. Staff will not engage Procurement consultants without prior notification to the Procurement Manager or Legal Services. All Procurement solicitations prepared or managed by external consultants must comply with the CRD’s policies and procedures.

5.6.9 Financial Security:

Authorized Staff may require financial security from potential suppliers if considered to be in the CRD's best interest. Bonding or Bid security is not required on every Bid, but it is advisable where there is a large liability, or the value is over $200,000.

Performance security is not required but it is advised where there is a large project and

the Vendor's non-performance may lead to financial loss or an inability to complete a project by CRD's own forces.

Performance bonding, including labour and materials bonding, is typically 50% of the Contract value, while Bid security is 10% of the Contract value. Alterations to typical performance or labour and material financial security requirements should be reviewed and approved by the Risk and Insurance Manager and the applicable GM. Bid security is at the discretion and risk of the applicable GM.

Letters of credit or warranty holdbacks may be accepted in place of or in addition to performance bonding where appropriate. Such letters of credit are typically a fixed amount representing warranty repairs or deficiencies rather than a percentage of Contract value that in some situations may make it uneconomical to pursue a performance bond.

5.6.10 Prohibitions:

The following activities are prohibited:

a) Purchase by the CRD of any goods or services for personal use by or on behalf of any member of the Board, appointed officers, employees or any of their immediate families;
b) The division of a single purchase into multiple increments to circumvent policies or levels of authority, including repeatedly purchasing the same goods, services or Construction from a Vendor utilizing non-competitive purchase methods to circumvent policies, value thresholds or levels of authority;
c) Committing the CRD or entering into a Procurement transaction without the appropriate authority;
d) Utilizing a Procurement process with intent to Direct Award a good, service or Construction project to a particular contractor, Vendor or supplier who otherwise would not provide the Best Value to the CRD but is preferred by the service area or the requesting individual;
e) Providing an unfair competitive advantage to one or more Vendors in a competition by providing advance information on the competition unavailable to other Vendors; and
f) Distributing the financial proposal of a late Bid, where the Procurement conducted utilized a Formal Competitive Process.

5.6.11 Conflict of Interest:

No member of the Board, employee or volunteer will have any direct or indirect pecuniary interest in any competitive Bid or arrangement for the supply of goods, services or Construction to the CRD, unless it is first disclosed. Responsible Staff must be familiar with and adhere to all relevant CRD policies including ADM71, *Conflict of Interest Policy*.

All competitive Bid documentation must include a section that requires suppliers to disclose any actual or potential conflicts of interest and existing business relationships they may have with the CRD, its elected or appointed official, or employees prior to submission of the Bid.

5.6.12 WorkSafe BC:

All Contracts for service to be provided on CRD property require the Vendors to provide proof of registration, where applicable and remain in good standing with WorkSafe BC throughout the term of their Contract. Contractors may be required to provide clearance letters before, after and during a Contract term whilst performing work for the CRD. In the event the contractor is not eligible for registration with WorkSafe BC for reasons other than workplace safety performance, the CRD may register the contractor and pay the applicable WorkSafe BC premiums at the contractor's expense.

5.6.13 Insurance:

All Contracts require the contractor to provide and maintain their own insurance coverage acceptable to the CRD, including but not limited to commercial general liability, automotive, property/all risk and professional liability.

Where Authorized Staff are unsure of the insurance requirements, the Risk and Insurance Manager can be engaged to provide support; however, at the Risk and Insurance Manager's discretion, the matter may be referred to outside support at the cost of the requesting department.

The risk associated with each Contract varies, and accordingly, the CRD may require additional factors, such as being named as an additional insured, cross-liability clauses, waiver of subrogation, notice of cancellation and proof of coverage. Authorized Staff may request variations to insurance requirements by providing a detailed written rationale to the Risk and Insurance Manager who may consider the request, but is not required to approve it.

5.6.14 Freedom of Information and Protection of Privacy Act:

This policy is subject to the provisions of the *Freedom of Information and Protection of Privacy Act* with respect to the disclosure of information. Disclosure of information applies to all documentation, written correspondence, email and any material associated with a CRD Procurement process.

5.6.15 Directed Procurement and Indigenous Business:

CRD staff may develop or set-aside programs for small and minority-owned Indigenous businesses programs where appropriate.

Program criteria must be approved in writing by the CAO and the GM, Corporate Services. Programs must balance competitive, Best Value Procurement principles with the CRD's interest in economic development and capacity building in the region's Indigenous communities and rural and remote communities. Criteria must be drafted with a view to good Contract management.

In addition, staff may consider the following in other Procurements:

a) Encouraging partnerships and joint ventures with Indigenous communities and established businesses and suppliers;
b) Unbundling a percentage of works on a project, provided that the remainder of the works are subject to competitive Procurement rules;
c) Including criteria for community benefit or capacity building as defined deliverables;

d) Coordinating works with those of Indigenous communities and entities that may benefit;
e) Requesting submission by Vendors of Indigenous business sub-contracting plans to build capacity;
f) Establishing lists of pre-qualified suppliers;
g) Organizing and providing advance notice of upcoming Procurement opportunities or hosting information sessions where appropriate; and
h) Considering preferences for Vendors identified by an Indigenous community, public authority or government.

Where a Direct Award is proposed, it must be separately justified and approved in accordance with the Direct Award provisions of this policy and any applicable trade agreement requirements.

5.6.16 Definition of Indigenous Businesses:

a) If a sole proprietorship, it must be wholly owned by an Indigenous person;
b) If a corporation, it must have at least 51 percent of the equity (including any common or voting shares) owned by one or more Indigenous businesses or Indigenous people;
c) If a partnership or joint venture, it must have at least 51 percent of the ownership rights (including any voting rights) directly held by one or more Indigenous businesses or Indigenous people; and
d) Where an Indigenous business has six or more full-time employees, as of the solicitation posting date, at least a third of the employees must be Indigenous peoples and this ratio must be maintained throughout the duration of the engagement.

5.6.17 Procurement Records Retention:

Procurement records retention applies to all Procurement methods identified through this policy. The following Procurement documents must be retained by the Responsible Staff:

a) Needs Assessment; (alternatives to a new Procurement must be considered) (e.g. use of existing resources including equipment and personnel).
b) Procurement authorization approval;/authority for Procurement transactions;
c) Solicitation documentation including Addenda and Amendments;
d) Vendor questions, and proposals/submissions;
e) Evaluation records, including Conflict of Interest Declarations or Non-Disclosure Agreements, scoring sheets/evaluation handbooks;
f) Notification letter(s) for both successful and unsuccessful Vendors;
g) Exemption Justification for Direct Awards and Sole Source Acquisitions;
h) Legal Services approval, for non-standard tender documentation or Contracts;
i) Expense authority approval for award per Delegation of Authority Bylaw #4186 including signed Recommendation to Award; and
j) Contract documentation, including Change Orders and Contract Amendment documentation and dual signed, final versions.

6. SCHEDULES:

A. DELEGATION OF AUTHORITY SUMMARY

B. DEFINITIONS
C. PROCUREMENT METHOD PROCEDURE

7. AMENDMENTS:

Adoption Date	Description:
April 9, 2015	
May 10, 2017	Superseded Procurement Policy, April 9, 2015
May 11, 2022	Addition of First Nations Procurement Language

8. REVIEWS:

Review Date	Description:
2026	Scheduled Review.
2029	Three-Year Review.

9. RELATED POLICY, PROCEDURE OR GUIDELINES:

- *Awarding and Execution of Contracts and Agreements Policy (ADM03)*
- *Legal Opinions Policy (ADM07)*
- *Freedom of Information and Protection of Privacy Policy (ADM09)*
- *P-Card Policy (ADM21)*
- *Conflict of Interest Policy (ADM71)*
- *Acquisition and Installation of Computer Hardware and Software (ADM78)*
- *Purchase of Third-Party IT Services (ADM79)*
- *Green Fleet Policy (ADM89)*
- *First Nations Honoraria Policy (ADM84)*
- *Bylaw No. 4186, "Capital Regional District Delegation Bylaw No. 1, 2017"*

SCHEDULE A

DEFINITIONS

“Acquire” or “Acquisition” means to obtain by any method, accept, receive, purchase, be vested with and agree to do any of those things, but excludes expropriation, except by agreement under the *Expropriation Act*.

“Authorized Staff” means those individuals empowered under the CRD Delegation Bylaw with appropriate transactional authority to initiate, enter into, award or proceed with a Procurement, and, where context requires, if advance written approval from an individual, Board, or commission with higher-level authority is provided, includes those individuals who have been pre-approved to proceed with a transaction.

“Best Value” means the optimal combination of evaluation criteria (technical and financial) utilized in assessing proposal response from a solicitation process (price, provider capabilities, provider capacity, provider approach to service delivery, including performance, economic, environmental and social sustainability, reduced carbon dependency and reduced waste).

“Bid” includes a proposal submitted in response to a Procurement competition, which may or may not be sealed, submitted in a particular form in response to an invitation or request to supply goods, services or Construction, where the specifications and conditions of the goods or services are known and disclosed in the request.

“Binding Solicitation Process” means a competitive Procurement method, where the submission of a compliant Bid by a supplier or Vendor in response to a formal invitation creates a legally Binding "process Contract" (often called "Contract A") between the supplier and the purchasing entity.

“Board” means the Board of the CRD but includes the appropriate delegated commission with authority under the CRD Delegation Bylaw where context is required.

“Call-off” means a secondary Procurement process where a Statement of Work is issued to Vendors pre-qualified through a Request for Standing Offer process.

“Construction” means a Construction, re-Construction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in an incidental to the Construction and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the Construction Contract unless they are included in the Procurement

“Contract” means a Contract for the supply (by way of sale, conditional sale, lease or otherwise) of goods, services or Construction, including a PO or other document evidencing the obligation, and any amendments;

“Contract Amendment” means any change to a term, condition or other Contract provision, but does not include a Change Order.

“Competitive Manner”, where used in relation to public notice of Procurements, means posting to

BCBid.ca, the Province of BC's electronic system, for an adequate period of time as required by applicable trade agreements.

"Contingency" means financial risk allocation approved by the Authorized Staff at the time of award to absorb unforeseen, intra-scope variances. It is not an entitlement of the contractor and cannot be used to fund out-of-scope additions or Follow-on Work.

"Change Order" or "CO" means an increase or decrease to scope or project price that does not require a Contract Amendment, due to inclusion of a CO or change directive process within a Contract's terms and includes a change directive.

"Delegation Bylaw" means Bylaw No. 4186, "Capital Regional District Delegation Bylaw No. 1, 2017" and the CRHD Bylaw.

"Direct Award" means a Contract awarded to a supplier or Vendor without going through a competitive bidding process. This method is used for specific exceptional circumstances as defined in section 5.5.2 e).

"Dispose" or "Disposition" means to transfer by any method including assign, give, sell, grant, charge, convey, lease, divest, dedicate, release, exchange, alienate or agree to do any of those things.

"Evaluation Committee" means those persons assigned to consider submissions and rank them against Procurement criteria to recommend an award in an impartial and fair manner and may include and consult with others including CRD staff members and third-party consultants, as the Evaluation Committee may in its discretion determine is required.

"Follow-on Work" means any subsequent, additional or sequential scope of work that is physically, operationally or functionally connected to an existing Contract or project, but was not competitively priced, evaluated and committed at the time of the original Contract award. Even if referenced, contemplated or described in the background of the original solicitation documents, any work that was not subjected to competitive Bid pricing and formal award evaluation constitutes new scope. Follow-on Work constitutes a new Procurement and cannot be authorized via a Change Order or funded through Contract contingencies; it must be procured through an open competitive solicitation or formally approved as a Direct Award pursuant to applicable sole-source exemption criteria.

"Formal Competitive Process" means a public Procurement process that is competitive, open, transparent, non-discriminatory and compliant with the requirements of the CFTA, NWPTA, CETA/UK and includes an ITQ, ITT, RFP, RFSO and RFQ.

"Initial Term" means the first official time period of a Contract. It starts on the day the agreement begins and lasts for a set length of time, as communicated in the originating solicitation.

"Invitation to Quote (ITQ)" means a process used to solicit Bids or quotes from Vendors for the provision of clearly specified goods or services. The Bids received in response to an ITQ are evaluated primarily on price.

"Invitation to Tender (ITT)" means a process used to solicit Bids from Vendors for the provision of Construction services where the specifications, terms, conditions and other details are set out in the invitation, and the responsive Bids are evaluated primarily on price, without further negotiations.

“Mandatory Criteria” or “Mandatory Compliance Review” means pass/fail baseline requirements in a Procurement process that a proposal must completely satisfy to remain eligible for further evaluation.

“Market Sounding” is an exploratory process where a buying organization engages with potential suppliers to gather intelligence before a formal Procurement process begins. The goal is to understand the market's capabilities, gauge interest, identify risks and inform the development of more effective and realistic specifications for a future Procurement. (see section 5.5.1 b)

“Multi-use List” means a list of suppliers who were evaluated in a RFSO process and received a SO Contract. The list can be used to compete specific work not identified in the parent RFSO.

“Non-binding” means the process for requesting proposals, quotes, etc., where the initiating party is not legally obligated to accept any of the responses or enter into a final Contract.

“Notice of Planned Procurement” or “NOPP” means a publicly advertised advanced Procurement notice, which may be used to inform the market that a public competitive Procurement process is forthcoming. Where a NOPP is utilized in advance of a public Procurement, posting timelines may be reduced by up to five business days.

“Notice of Intent” or “NOI” means a publicly advertised method to inform Vendors a Contract is to be directly awarded on the basis that there is only one suitable Vendor to provide the good or service.

“Procurement” means the Acquisition by any means, including by purchase, rental, lease or conditional sale, of goods, services or Construction.

“Purchase Order” of “PO” means a CRD-form PO containing standard terms and conditions, such as a RFO or ‘Field Purchase Order’ and does not include a Vendor-form PO or an SAP PO without terms and conditions.

“Qualified Service Provider” means a supplier or Vendor that has been evaluated against pre-determined criteria and is approved to provide specific products or services.

“Qualified Vendor” see “Qualified Service Provider”. The terms “Vendor”, “Service Provider” and “Supplier” are interchangeable within this policy.

“Request for Expression of Interest” or “RFEOI” means the buyer requires information from the market for a solution and where the availability of provider options for that solution is unknown. The RFEOI is used to survey the market for firms interested in responding to a tender or RFP from the buyer. RFEOI are not open for bidding.

“Request for Information” or “RFI” means the buyer is interested in receiving information from suppliers on any products or services available to achieve a particular outcome and may issue an RFQ, RFP or ITT depending on the response.

“Request for Offer” or “RFO” means a Procurement process that invites suppliers to submit offers for specified goods, services or Construction where the requirements/specifications are well defined, and the goal is to obtain Best Value (timeline and price). The RFO template includes

CRD's Terms and Conditions for offer acceptance and the creation of an additional/separate Contract is not required.

"Request for Proposals" or "RFP" means an invitation for providers of a product or service to Bid on the right to supply that product or service where the requirement for goods or services cannot be definitively defined or specified or alternative solutions or offers are being solicited. Proposals are evaluated on predetermined criteria where the selection of a supplier is not made solely on the basis of the lowest price.

"Request for Qualifications" or "RFQ" means a Non-binding request to potential suppliers who wish to be considered for future RFPs or other competitive purchasing processes to pre-qualify based on various factors, including but not limited to expertise, experience, availability and prior performance.

"Request for Standing Offer" or "RFSO" means an invitation for providers of a product or service to Bid on the right to supply that product or service by way of a Standing Offer. A Standing Offer is an offer from a supplier to provide well-defined, readily available goods or services, as and when requested, at prearranged prices or on a prearranged pricing basis, which can be established at the outset, under set terms and conditions and for a specific period of time.

"Responsible Staff" means the individual responsible by job description, assignment or otherwise for a transaction.

"Signing Authority" means the approved levels of authority, as defined in the CRD Delegation Bylaw, to purchase goods or services on behalf of the CRD (see Signing Authority form).

"Standing Offer" or "SO" means an agreement resulting from a RFSO Procurement process, that creates no expenditure commitment.

"Statement of Work" or "SOW" means the solicitation document used in any "second stage" or "Call-off" Procurement process leveraging a list of suppliers who were previously evaluated and awarded a SO Contract.

"Top Ranked" selection means Vendors are evaluated and ranked based on the technical and financial criteria set out in the RFSO. SOs may be issued to the highest-ranked Vendor(s) in accordance with the results from the evaluation. Required posting duration mirrors that of a "Closed Framework" process.

"Vendor" refers to a third-party entity, such as a business or individual, that supplies goods or services to another company. The terms "Vendor", "Service Provider" and "Supplier" are interchangeable within this policy.

"Unforeseen Work" means latent, emergent or unanticipated conditions encountered during a project that were not reasonably foreseeable at the time of tender and are strictly necessary to deliver the original contracted outcome. Where such work is non-severable, holds no independent utility and does not alter the fundamental character of the Procurement, it is administered as a within-the-scope Change Order under the existing Contract. It is not a Direct Award, does not constitute a new Procurement and is eligible for payment through established Contract Contingency allowances.

SCHEDULE B

PROCUREMENT TRESHOLDS AND METHOD PROCEDURES

1. Sourcing Thresholds and Solicitation Matrix

The selection of a Procurement method is governed by the total aggregated value of the Acquisition (including all contemplated extension/renewal options and contingencies, excluding taxes) and the nature of the requirement.

Purchases must not be divided or phased to circumvent competitive thresholds.

Category	Low Value Purchases	Intermediate Written Quotations (RFO)	Formal Competitive Solicitations (Trade Covered)
Goods	**Under $50,000** • Under $5,000: PCard or CRD PO (no competition) • $5,000–$49,999: one quote invited via email or CRD RFO template	**$50,000 to $74,999** • Written Quotation Process: Minimum three written quotes invited via CRD RFO template	**$75,000 and above** • Formal Public Competition on BC Bid (ITQ or RFP)
Services	**Under $25,000** • Under $5,000: PCard or CRD PO (off-site services only) • $5,000–$24,999: One quote invited via email or CRD RFO template	**$25,000 to $74,999** • Written Quotation Process: Minimum three written quotes invited via CRD RFO template	**$75,000 and above** • Formal Public Competition on BC Bid (RFP or RFSO)
Construction	**Under $50,000** • Under $5,000: PCard or CRD PO (no competition) • $5,000–$49,999: One quote invited via email or CRD RFO template	**$50,000 to $199,999** • Written Quotation Process: Minimum three written quotes via RFO, or a formal ITT/RFP template	**$200,000 and above** • Formal Public Competition on BC Bid (ITT or RFP)

2. Low Value Purchases

The Low Value Process (LVP) provides a streamlined process for exceptions for qualifying low value purchases. Under LVP, staff may initiate a Procurement, make awards, and initiate entering into a Contract based on their delegated authority under the CRD Delegation Bylaw. LVP is applicable for:

a) one-time purchases of services valued under $25,000 and purchases of goods and Construction valued under $50,000;
b) the purchase is on a CRD-approved template (such as the CRD Template Contract or the new RFO template form) without modifications to the General Conditions used;
c) the purchase has formal approval in writing from an Authorized Staff with adequate Signing Authority; and
d) staff have obtained a valid and conforming Certificate of Insurance and WorkSafe clearance letter from the Vendor.

3. Request for Offer

The RFO is the CRD's standard contracting and solicitation template for Procurements below trade agreement thresholds. The RFO template includes CRD's Terms and Conditions for offer acceptance and the creation of an additional/separate Contract is not required.

Application

3.1 This method will be used where:

3.1.1 the transaction is for a one-time (non-repetitive) Procurement of goods, services, or Construction;

3.1.2 the value of the transaction is below the applicable trade agreement threshold; and

3.1.3 the goods, services or Construction required can be fully defined.

3.1.4 for Procurements with an estimated value:

i. greater than $25,000 and up to $75,000 for services
ii. greater than $50,000 and up to $75,000 for goods; or
iii. greater than $50,000 and up to $200,000 for Construction,

Authorized Staff will solicit minimum of three (3) suppliers using the CRD RFO template.

Process

3.2 The RFO process is executed by way of:

3.2.1 complete the CRD RFO template and follow template instructions for information required;

3.2.2 issue the RFO template by email to one or more suppliers of choice;

3.2.3 evaluate submission(s) to confirm proposed good or solution meets the description of the goods, services or Construction captured in the originating RFO. Select the supplier that provides the Best Value to CRD;

3.2.4 issue an SAP PO and retain the originating RFO and successful submission, which together form the Contract;

3.2.5 for goods transactions below $5,000, or services transactions below $5,000 where a Vendor will not be performing work on CRD property, a PCard may be used instead of an SAP PO and a RFO is not required;

3.2.6 for information related to use of a PCard, please review ADM21, PCard Policy.

3.2.7 send the required documents (identified in section 3.2.4) to the supplier to initiate order to proceed; and

3.2.8 all Bid documentation will be retained by the Authorized Staff in department files to be held in accordance with CRD records retention policies.

4. Invitation to Quote

A formal request for pricing on a specific set of goods, typically awarded to the lowest-priced, compliant bidder.

Application

4.1 This method should be used where:

4.1.1 the Procurement is for goods, and the value of the transaction exceeds $75,000; and

4.1.2 the requirement can be fully defined (i.e. the specification(s), and the competing factor and deciding selection criteria is price;

4.2 For clarity, this method must not be used for stand-alone services or for Construction Procurement transactions.

Process

4.3 Approval for issuing an ITQ for goods must follow the CRD Delegation Bylaw.

4.4 ITQs will be issued in a Competitive Manner unless a Direct Award exemption applies.

4.5 On receipt of quotations from respondents, the competitive Bid will be reviewed in accordance with the terms of the ITQ.

4.6 Staff will forward to the Evaluation Team or Responsible Staff a summary of the Procurement and recommend an award to the supplier that meets all the Mandatory Requirements and provides the lowest price as stipulated by the ITQ.

4.7 Following review by the Evaluation Team or Responsible Staff, a summary of the Procurement and the recommendation of award will be forwarded as follows for final approval of award:

4.7.1 for awards within the Signing Authority limit of Authorized Staff, to the Responsible Staff.

5. Invitation to Tender

A process used to solicit Bids from Vendors for the provision of Construction services where the specifications, terms, conditions and other details are set out in the invitation, and the responsive Bids are evaluated primarily on price, without further negotiations.

Application

5.1 An ITT must be used where:

5.1.1 the Procurement is for Construction, and the value of the transaction is $200,000 or greater; and

5.1.2 the specifications are adequately defined to permit the evaluation of tenders against the clearly stated criteria.

5.2 An ITT may be used where the Procurement is for Construction, and the value of the transaction is less than $200,000.

5.3 Authorized Staff may issue a RFP instead of an ITT where, in accordance with section 6 of this Schedule, Authorized Staff determine that a RFP would be more appropriate in the circumstances.

5.4 For clarity, this method must not be used for goods Procurement transactions.

Process

5.5 Approval for issuing an ITT for Construction must follow the CRD Delegation Bylaw.

5.6 The department responsible for issuing the ITT will review and determine the specifications, terms and conditions relevant to the Acquisition.

5.7 All ITTs will be issued using standard CRD templates and/or Contracts unless otherwise approved by the Legal Services & Risk Management Division.

5.8 The department responsible will evaluate the Bids in accordance with the terms of the tender documentation and will recommend to Authorized Staff, the applicable GM, CAO or CRD Board that the Contract be awarded to the bidder offering Best Value.

5.9 for awards within the Signing Authority limit of Authorized Staff, to the Responsible Staff.

6. Request for Proposals

A Procurement process used to Acquire both goods and services from potential suppliers for a specific need. It outlines project requirements, goals and timelines and invites Vendors to submit proposals that describe how they would meet those requirements, including their expertise, methodology and costs. Proposals are evaluated against predefined criteria rather than price alone.

Application

6.1 RFPs should be used for goods, services or Construction where:

6.1.1 suppliers are invited to propose a solution to a problem, requirement, or objective;

6.1.2 the selection of the supplier is based on the effectiveness of a proposal or other weighted criteria, rather than primarily on price alone;

6.1.3 it is expected that negotiations with one or more bidders may be required with respect to any aspect of the requirement; or

6.1.4 the requirement is best described in a general performance specification.

6.2 Where the requirement is not straightforward or an excessive workload would be required to evaluate proposals, either due to their complexity, length, number of any combination of factors, a multi-step process may be used to include a prequalification stage to ensure the workload is at a manageable level.

6.3 At the discretion of Authorized Staff, this method may be used where the value of the transaction is below $75,000 and the other criteria set out in section 6.1 above are met.

Process

6.4 An Evaluation Committee composed of Responsible Staff will review all proposals against the established criteria, reach consensus on the final rating results, and ensure that the final rating results with supporting documentation are kept on the Procurement file.

6.5 Evaluating staff will forward to the Authorized Staff, GM of the Responsible Staff, or CAO, a summary of the Procurement and recommend an award of Contract to the supplier that meets all the Mandatory Criteria and provides the Best Value as stipulated by the RFP.

6.6 Following review by the applicable Authorized Staff, a summary of the Procurement and the recommendation of award will be forwarded as follows for final approval of award:

6.6.1 for awards within the Signing Authority limit of Authorized Staff, to the Responsible Staff person;

7. Request for Standing Offer

An RFSO establishes SOs with one or more suppliers to deliver recurring, well-defined goods or services on an “as, if, and when requested” basis at prearranged rates.

An executed SO agreement establishes unit pricing and general terms but commits $0 in CRD funds and does not guarantee work. Approval to initiate the RFSO and execute the framework rests with the applicable GM based on estimated framework capacity. Approval to initiate an RFSO for corporate agreements rests with the applicable GM, who has the subject matter expertise or significant operational oversight.

A formal agreement is created only upon acceptance of a Vendor’s response to the SOW and execution of the applicable call-up or task authorization by a person with sufficient delegated authority. The staff member executing the Call-off must possess adequate transactional authority under the CRD Delegation Bylaw for the gross value of that specific task.

Application

7.1 A RFSO will be used where:

7.1.1 the same services are repetitively ordered on an “as, if, and when requested basis”, and the actual demand is not known in advance; or

7.1.2 a need is anticipated for services for a specific purpose, but the actual demand is not known at the outset and delivery is to be made when a requirement arises.

Process

7.2 There are two types of RFSO Processes:

7.2.1 Open Framework: solicitations remain posted on BC Bid throughout the term and new suppliers are evaluated and onboarded at least annually.

7.2.2 Closed Framework: solicitations are posted on BC Bid for 30 calendar days; only Vendors qualifying during the initial posting may receive Call-offs during the framework term. The specified services that will be acquired within the SO over the term of the agreement will be based on the best available estimates.

7.3 More than one supplier may be selected when requirements and corresponding evaluation criteria are met, unless election of a Top Ranked shortlist is desired, in which case, only the Top Ranked firms will be selected.

7.4 For Vendors who meet the stated requirements following the evaluation in an RFSO process, a SO Contract will be finalised.

7.5 Signing Process for the SO will involve the Recommendation to Award Document (RTA).

7.6 CRD will have ability to leverage services from those Vendors qualified through the RFSO process and who have been contracted through a SO. Subsequent work assignments under the SO must follow the applicable selection process in Table 2, which may include direct allocation, rotation, or a mini-competition. Where a mini-competition is required, CRD must conduct a competitive second-stage procurement process by issuing a SOW to the qualified Vendors.

7.7 Standing Offer "Call off":

7.7.1 Vendors are ranked based on the evaluation results from the RFSO. When a Procurement need is identified, a "Call-off" can be issued against the SO.

Table 2: Value Thresholds for Call-off Process Aligned to Standing Offer

Below $25,000	**Top-Ranked Selection or Rotational Assignment** **Top-Ranked:** The SOW is offered to the highest-ranked Vendor from the RFSO evaluation. If that Vendor declines or is unavailable, a written refusal must be retained and the opportunity offered to the next-ranked Vendor. **Rotational:** Work assignments may be distributed sequentially among qualified roster Vendors to balance workload and capacity, provided rates are fixed and identical.
$25,000 to $74,999	**Minimum Three Vendors** A SOW with defined scope, deliverables, milestones, and pricing requirements must be issued to a minimum of three (3) qualified Vendors from the Multi-Use List. The Contract will be awarded based on either lowest price or combination of lowest price and availability, as specified in the SOW.
$75,000 and Above	**Secondary Mini-Competition (Full Roster)** A SOW must be issued to all Vendors currently active on the applicable Multi-Use List. The Contract will be awarded in accordance with the evaluation methodology set out in the SOW.
Single Responsive Vendor	**Single Responsive Vendor Protocol** Where only one Vendor is available under the Multi-Use List or only one Vendor submits a response to a secondary competition, staff must document a market assessment confirming rate fairness, obtain GM approval.

8. Non-Competitive Direct Award Process

Direct Awards are non-competitive Contracts permitted only under specific trade treaty exemptions (e.g., sole proprietary rights, emergency, compatibility with existing systems, absence of Bids).

General Rule and Follow-on Work:

- Direct Awards must not be used to circumvent competition.
- Follow-on Work (new, subsequent scope not competitively priced and scored in the initial solicitation) constitutes a new Procurement. It cannot be authorized via a Change Order and requires a formal Direct Award justification demonstrating technical inseparability, Value for Money and statutory exemption.

Application

8.1 The requirement for competitive purchasing may be waived by an applicable GM or the CAO and replaced with negotiations by staff under circumstances outlined above in section 5.5.2, e) of the policy. In addition, the following conditions may also warrant the decision to process a non-competitive Procurement where:

8.1.1 the value of a transaction for goods or services is below $75,000 and the applicable GM or CAO has determined that a competitive process would not be practical, and has given written approval for the Acquisition; or

8.1.2 the value of a transaction for Construction is below $200,000 and the applicable GM has determined that a competitive process would not be practical, and has given written approval for the Acquisition;

8.2 Approval of a Non-Competitive transaction must be within the Signing Authority of the person approving the transaction.

8.3 For Non-Competitive goods and services above $75,000, and Construction acquisitions above $200,000, a NOI must be posted publicly on BC Bid for ten calendar days. NOI postings must be reviewed and approved by the Procurement Manager prior to release.

8.4 Staff must seek Board approval for a Non-Competitive transaction in excess of $500,000 but should not do so without first seeking appropriate Procurement and legal advice on whether the transaction is compliant with applicable trade agreements and Procurement law principles.

Process

8.5 When staff wish to use a Non-Competitive purchase process, staff will provide the CAO or applicable GM with the rationale that warrants a Non-Competitive selection for approval and will obtain the CAO's or applicable GM's written approval before proceeding. If the amount of the proposed Non-Competitive purchase is over $500,000, Board approval is required.

8.6 The supplier in whom the CRD has the greatest confidence to fulfill the requirement and provides fair market value will be selected. Awards will be approved as follows:

8.6.1 for awards below $500,000, by the CAO or an applicable GM;

8.6.2 for awards above $500,000, by the Board.

9. Request for Qualifications

9.1 A RFQ may be conducted in any Procurement transaction for goods, services, or Construction to determine qualified suppliers that may Bid on a subsequent Procurement process undertaken by the CRD. A Request for Qualifications may be used in the following circumstances:

9.1.1 the work requires stipulated supplier capabilities, capacity and commitment to the corresponding Procurement process; or

9.1.2 the value and complexity of the work is such that the Contract administration costs (work inspection, follow-up, delay) would result in substantial additional costs or loss to the CRD if the work is not performed as required;

9.1.3 to build supplier interest to determine if there are enough suppliers to justify a full RFP process or other Formal Competitive Process.

An RFQ process does not result in a contractual agreement with any supplier deemed qualified. A secondary Procurement process will be issued to those suppliers previously qualified in the RFQ.

Process

9.2 An Evaluation Committee composed of staff from the department responsible will review all submissions against the criteria established in the RFQ and identify those Vendors who pass or fail.

9.3 The final rating results will be forwarded for approval in the same manner as a RFP award approval and will follow the process set out in Section 6 of this Schedule.

10. Other

10.1 There may be other Procurement methods or tools not described in this schedule that may be appropriate for any given transaction (including, for example, a RFEOI of Information, a Notice to Vendor, Notice of Planned Procurement or a RFI).

10.2 Authorized Staff may use a method not listed in this schedule for transactions within their Signing Authority limit with the approval of the applicable GM and Procurement Manager providing written rationale has been submitted by the Responsible Staff.

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APPENDIX C

Summary of Changes

Procurement Policy: 2022 Policy Compared with Revised 2026 Policy

Material Change	Previous Policy (2022)	Current/Revised Policy (2026)	References
1. Governance, Scope and Authority			
Trade Agreement Coverage	Referenced CFTA and NWPTA	Expressly adds CETA/UK and domestic and international trade obligations	2022 s. 1; 2026 s. 1
Transactional Authority	Summarised CAO, CFO/GM and staff/volunteer signing limits	Separates binding commitments from non-binding frameworks and more explicitly links transactions to delegated authority	2022 s. 5; 2026 s. 5.1.1
CRHD Authority	CRHD procurements followed the policy subject to approval of its Board and/or delegated approving authorities	Explicitly requires CRHD Board approval before initiation, award and execution and identifies the capital bylaw requirement for capital borrowing or purchasing	2022 App. B; 2026 s. 5.1.2
Procurement Lifecycle	Organised around procurement methods, contracts and general rules	Introduces five phases: planning; advertising/evaluation; award/authorization; contract monitoring/performance; and close-out	2022 ss. 7-9; 2026 s. 5.5
2. Procurement Value and Low-Value Procurement			
Aggregate Procurement Value	Multi-year agreements were cumulative and subject to procurement thresholds	More explicitly requires total estimated lifetime commitment, including the initial term, renewals, options and related elements of the opportunity	2022 s. 7; 2026 ss. 5.3.1(b), 5.5.1(e)
Goods: Low-Value Threshold	Below $5,000 used Low-Value Process; below $10,000 Informal Quotation; $10,000-$75,000 generally Written Quotation or formal process	Under $5,000 permits no competition; $5,000-$49,999 requires one invited quote; $50,000-$74,999 requires a minimum of three written quotes	2022 s. 7, App. B ss. 1-3; 2026 Sch. B
Services: Low-Value Threshold	Goods and services shared the same thresholds	Services receive separate thresholds: under $5,000 simplified process; $5,000-$24,999 one quote; $25,000-$74,999 minimum three quotes	2022 s. 7; 2026 Sch. B
Construction: Low-Value Threshold	Written quotation/formal process was available below $200,000	Under $5,000 simplified; $5,000-$49,999 one quote; $50,000-$199,999 minimum three written quotes/RFO or formal process	2022 s. 7, App. B s. 3; 2026 Sch. B
Request for Offer (RFO)	Written quotation process and resulting contract documentation were separate	RFO becomes a standard solicitation and contracting approach below applicable trade thresholds plus the RFO and accepted offer, together with the SAP PO, form the contract	2022 App. B s. 3; 2026 Sch. B s. 3

APPENDIX C

Material Change	Previous Policy (2022)	Current/Revised Policy (2026)	References
3. Competitive Solicitation and Evaluation			
Formal Competition Thresholds	Goods/services above $75,000 and construction at $200,000 or greater were generally subject to formal competitive processes	Retains $75,000 for goods/services and $200,000 for construction as the principal formal public competition thresholds	2022 s. 7; 2026 Sch. B
Posting Requirements	Required public posting for Invitations to Tender, but no general 25-day posting period was established	Competitive solicitations generally require 25 calendar days on BC Bid, excluding posting and closing days, subject to exceptions	2022 App. B s. 5.9; 2026 s. 5.5.2(c)
Evaluation Process	RFP selection committee reviewed proposals against established criteria and reached consensus	Establishes staged evaluation: mandatory compliance, independent technical evaluation, technical consensus, separate financial evaluation and final cumulative ranking	2022 App. B s. 6.6; 2026 s. 5.5.2(d)
Financial Proposal Segregation	No equivalent detailed requirement	Financial proposals must remain sealed or hidden from the Evaluation Committee until technical consensus is complete	2026 s. 5.5.2(d)
Vendor Feedback and Disclosure	Unsuccessful suppliers could request a debriefing following a formal competitive procurement	Feedback must be offered for procurements meeting competitive thresholds, and successful publicly posted awards must be disclosed on BC Bid within 72 days	2022 s. 9; 2026 s. 5.5.3
Prohibited Practices	Prohibited personal purchases, purchase splitting and commitments without authority	Adds repeated non-competitive purchasing to avoid thresholds, intentional vendor favouring, providing unfair advance information and distributing financial information from certain late bids	2022 s. 9; 2026 s. 5.6.10
4. Request for Standing Offer and Call-Offs			
RFSO Framework	RFSOs followed the existing procurement and award process, with anticipated total value relevant to contract signing limits	Defines an SO as a framework creating no expenditure commitment and establishes separate authority for initiating the framework and subsequent call-offs	2022 App. B s. 7; 2026 s. 5.1.1(b), Sch. B s. 7
Open and Closed Frameworks	Not distinguished	Introduces open frameworks with ongoing posting/periodic onboarding and closed frameworks with a 30-calendar-day initial posting	2026 Sch. B s. 7.2
Call-Off Authority	No separate value-based transactional authority framework for individual SO call-offs was established	Delegated transactional authority is exercised when the individual SOW, task or call-off is executed, based on the gross value of that specific task	2026 s. 5.1.1(b), Sch. B s. 7

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APPENDIX C

Material Change	Previous Policy (2022)	Current/Revised Policy (2026)	References
Call-Off Selection Thresholds	No explicit value-based call-off assignment process	Below $25,000: top-ranked or rotational assignment; $25,000-$74,999: minimum three qualified vendors; $75,000 and above: secondary mini-competition across the applicable roster	2026 Sch. B Table 2
5. Direct Awards and Exceptions to Competition			
Direct-Award Criteria	Permitted specified non-competitive circumstances plus practical exceptions below $75,000 for goods/services and $200,000 for construction	Retains below-threshold practical exceptions and establishes more detailed exemption criteria, documentation and anti-circumvention requirements	2022 App. B s. 8; 2026 s. 5.5.2(e), Sch. B s. 8
Notice of Intent (NOI)	NOI specifically linked to demonstrating a single suitable supplier	At or above $75,000 for goods/services or $200,000 for construction, a Direct Award requires a public NOI. The revised process specifies a ten-calendar-day posting and Procurement Manager review/approval	2022 App. B s. 8.1.2; 2026 s. 5.5.2(e), Sch. B s. 8.3
Approval Over $500,000	Board approval required with appropriate procurement/trade-law advice	Board approval remains required, with procurement/legal review requirements clarified	2022 App. B ss. 8.3-8.5; 2026 s. 5.5.2(e), Sch. B ss. 8.4-8.6
Indigenous Procurement	Encouraged direct awards below $10,000 for qualified Indigenous Businesses	Removes the specific under-$10,000 encouragement and requires proposed Direct Awards to Indigenous businesses to be separately justified and approved under Direct Award rules and applicable trade agreement requirements	2022 s. 9; 2026 ss. 5.5.2(e), 5.6.15
6. Contract Amendments, Change Orders and Follow-On Work			
Contract Amendment Approval	An increase could be approved by the original approving Authorized Staff person where total contract/PO value remained within that person's authority and approved budget	Separates Contract Amendments from Change Orders and requires approval to be based on total cumulative contract value	2022 s. 9; 2026 s. 5.6.5
Change Orders and Contingency	Limited distinction among contract increases, Change Orders and contingency	Establishes detailed rules for Contract Amendments, Change Orders and approved Contingency, including cumulative-value controls	2026 s. 5.6.5
Follow-On Work	A follow-on contract identified in the original solicitation could support a non-competitive procurement exception	Follow-on Work not competitively priced/evaluated in the original procurement constitutes a new procurement. It cannot be executed through a Change Order or funded from contingency and must be competed or approved as a Direct Award	2022 App. B s. 8.1.4; 2026 s. 5.6.5(g)

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APPENDIX C

Material Change	Previous Policy (2022)	Current/Revised Policy (2026)	References
7. Definitions and General Administration			
Co-Operative Purchasing	Authorized Staff could participate in joint purchasing ventures and follow the lead agency's procedures	Procurement Manager supports and leads participation; lead agency procedures continue to apply	2022 s. 9; 2026 s. 5.6.7
Third-Party Procurement Consultants	Not specifically addressed	Permits third-party procurement consultants where internal expertise or capacity is insufficient, subject to prior notification and compliance with CRD policies	2026 s. 5.6.8
Financial Security	Bonding advisable where liability was large or the value exceeded $100,000	Reference increases to over $200,000 and adds detailed guidance for Bid security, performance security, typical percentages and alternative security instruments	2022 s. 9; 2026 s. 5.6.9
Insurance	Insurance requirement specifically related to services on CRD property	Insurance requirement applies to all Contracts, with escalation to the Risk and Insurance Manager where requirements are uncertain or variations are sought	2022 s. 9; 2026 s. 5.6.13
WorkSafeBC	Contractors working on CRD property were required to provide proof of registration where applicable and remain in good standing	Retains the requirement while expressly allowing clearance letters to be required before, after and during the Contract term	2022 s. 9; 2026 s. 5.6.12
Records Retention	Documentation and retention requirements were distributed through individual procurement methods	Adds a consolidated records-retention section covering planning, approvals, solicitations, submissions, evaluations, exemptions, legal approvals, awards, contracts, Change Orders and amendments	2022 App. B; 2026 s. 5.6.17
Disposal of Surplus Goods	Established procedures for transfer, auction, tender, trade, negotiated sale and certain donations of surplus goods	Surplus-goods disposal provision is removed from the Procurement Policy	2022 s. 9
New Defined Concepts	Definitions primarily covered established procurement methods and core terms	Adds concepts including Binding Solicitation Process, Call-off, Contingency, Direct Award, Evaluation Committee, Follow-on Work, Market Sounding, Multi-use List, NOPP, RFO, Responsible Staff, Standing Offer, SOW and Unforeseen Work	2022 App. A; 2026 Sch. A

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REPORT TO THE ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 07, 2026

SUBJECT **Bylaw No. 4805: Tax Exemption (Permissive) Bylaw, 2026**

ISSUE SUMMARY

To authorize electoral area permissive tax exemptions for 2027.

BACKGROUND

Under Section 391 of the *Local Government Act* (LGA), the Capital Regional District (CRD) may provide tax exemption for eligible properties in an electoral area. A bylaw must be adopted by the CRD Board prior to October 31 each year for the exemption to be processed by BC Assessment for the following year.

The permissive tax exemption requests are evaluated and considered by the CRD Board annually. The deadline is July 31 each year to apply for the tax exemption of the next taxation year. The detailed information regarding the application process and additional resources are available on the CRD website (Appendix D).

2027 Exemption Requests

For the 2027 taxation year, there are eight (8) renewals to be considered. Letters of request are included in Appendix B.

The renewals outlined in Table 1 include one leased property used for CRD services (North Galiano Fire Service).

Table 1: Renewal Requests

#	PROPERTY	DESCRIPTION
1	Pender Island Golf and Country Club	Granted since 1999 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2027 attached
2	Galiano Golf and Country Club	Granted since 1999 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2027 attached
3	Magic Lake Property Owners Society	Granted upon request for land only used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2027 attached
4	Royal Canadian Legion, Branch #239 Pender Island	Granted since 2018 upon request for land and improvements used principally for public athletic or recreation purposes exemption under LGA 391(4)(a); letter of request for 2027 attached

#	PROPERTY	DESCRIPTION
5	Royal Canadian Legion, Branch #92, Salt Spring Island	Granted since 2020 upon request for land and improvements used principally for public athletic or recreation purpose exemption under LGA 391(4)(a); letter of request for 2027 attached
6	Salt Spring Island Golf and Country Club	Granted since 2020 upon request for land and improvements used principally for public athletic or recreation purpose exemption under LGA 391(4)(a); letter of request for 2027 attached
7	Salt Spring Island Rod & Gun Club	Granted since 2022 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2027 attached
8	North Galiano Fire Hall	Granted since 2013 for land and improvements held by the CRD for the fire service – LGA 391(4)(g); this exemption is required given that the new fire hall has been constructed on property that the CRD leases from the North Galiano Fire Protection Society; no letter of request necessary (CRD itself)

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4805, "Tax Exemption (Permissive) Bylaw, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4805 be adopted.

Alternative 2
That this report be referred back to staff for further review.

IMPLICATIONS

Financial Implications

The following values represent the estimated tax revenue of the proposed exemptions (based on 2026 assessment values and tax rates):

Table 2: Estimated Total Proposed Tax Exemptions

PROPERTY	CRD ($)	CRHD ($)	OTHER ($)	TOTAL ($)
Pender Island Golf & Country Club	3,037	203	6,074	9,314
Galiano Golf & Country Club	3,377	220	6,631	10,228
Magic Lake Property Owners Society	7,335	152	4,749	12,236
Royal Canadian Legion, Branch #239 Pender Island (Class 8 Only	582	36	1,117	1,735
Royal Canadian Legion, Branch #92, Salt Spring Island (Class 8 Only)	669	42	1,663	2,374
Salt Spring Island Golf & Country Club	6,484	626	23,712	30,822
Salt Spring Island Rod & Gun Club	1,298	119	4,699	6,116
North Galiano Fire Hall	3,844	226	6,131	10,201

The estimated exemption under "Other" in the table above accumulates multiple tax jurisdictions, such as School Tax, Provincial Rural Tax, Police Tax, BC Assessment, Municipal Finance Authority, Islands Trust, Salt Spring Island Fire and Water Protection (for Salt Spring Island only).

The exemption from property taxes removes the eligible assessed values on these properties and corresponding tax assessed values from the total taxable assessed value that taxes will be applied to. This results in other ratepayers absorbing the tax revenue from which these properties are exempted.

Staff have consulted with the respective Electoral Area Director on each application received and have compiled this report and recommendation in alignment with support for exemption.

CONCLUSION

The CRD has eight (8) permissive tax exemptions to consider for the taxation year 2027; seven (7) by request and one (1) for the North Galiano Fire Hall now located on property that the CRD leases from the North Galiano Fire Protection Society. The proposed Bylaw No. 4805 will grant permissive tax exemption to eight (8) renewal requests in accordance with Section 391 of the *Local Government Act*. Staff have consulted with the respective Electoral Area Director on each application received and have compiled this report and recommendation in alignment with support for exemption.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4805, "Tax Exemption (Permissive) Bylaw, 2026", be introduced and read a first, second and third time; and
2. That Bylaw No. 4805 be approved.

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:	Stephen Henderson, 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

ATTACHMENTS

Appendix A: Bylaw No. 4805: "Tax Exemption (Permissive) Bylaw, 2026" (with Schedule A)
Appendix B: Correspondence – 2027 Tax Exemption Requests (7)
Appendix C: BC Assessment – Understanding Property Classes and Exemptions
Appendix D: CRD Permissive Tax Exemption Application Process

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4805

****

A BYLAW TO AUTHORIZE ELECTORAL AREA PERMISSIVE TAX EXEMPTIONS

****

WHEREAS:

A. Under Section 391 of the *Local Government Act*, the Capital Regional District may provide tax exemption for properties in an electoral area that meet any of the conditions listed in Section 391(4).

B. The Board wishes to exempt certain properties owned, held or operated for the uses or purposes set out in Section 391(4)(a) and (g) of the *Local Government Act* from taxation for the calendar year 2027.

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

1. Each property described in Schedule A attached to this bylaw shall be exempt from taxation under Section 391 of the *Local Government Act* for the year 2027 by virtue of it being used, held, owned or occupied by the organizations named in the Schedule.

2. This Bylaw may be cited as “Tax Exemption (Permissive) Bylaw, 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

Bylaw No. 4805

Schedule A

OWNER / OCCUPIER / HOLDER	DESCRIPTION	EXEMPTION	LGA REFERENCE
Salt Spring Island Rod & Gun Club	Lot A, Plan VIP14462, Section 4, Range 4, Cowichan Land District, Portion Salt Spring, (221 Long Harbour Road) Tax Roll No. 01-64-764-00716.007	Land and improvements (exclude Class 1 Residential Class)	391(4)(a)
Pender Island Golf & Country Club	Lot A, Plan VIP52327, Section 17, Cowichan Land District, Portion Pender Island (2314 Otter Bay Road) Tax Roll No. 01-64-764-08647.010	Land and improvements	391(4)(a)
Galiano Golf & Country Club	Lot AM11, Block 1, Plan 24167, District Lot 4, Cowichan District, Portion Galiano Island, and Lot 6, Block 2, District Lot 4, Galiano Island, Cowichan District, Plan 24167 (Linklater Road) Tax Roll No. 01-64-764-02192.023	Land and improvements (exclude Class 1 Residential Class)	391(4)(a)
Magic Lake Property Owners Society	Lot A, Plan VIP41807; Section 9; Portion Pender Island; District Lot 465 Cowichan Land District (Thieves Bay Marina) Tax Roll No. 01-764-13027.026 Tax Roll No. 01-764-13027.027	Land only (exclude improvement and water lot)	391(4)(a)
Magic Lake Property Owners Society	Lot 21, Plan VIP22335; Section 9; Cowichan Land District, Portion Pender Island (Land adjacent to Mouat Park) Tax Roll No. 01-764-08454.305, Lot 18, Plan VIP22424; Section 10; Cowichan Land District Portion Pender Island (Tennis Court & Play Area) Tax Roll No. 01-764-08455.036, Lot 67, Plan VIP22335, Section 9, Cowichan Land District Portion Pender Island Tax Roll No. 01-764-08454.397	Land only (exclude improvements and water lot)	391(4)(a)
Royal Canadian Legion, Branch #239 Pender Island	Lot 6 PL; VIP7196 SEC: 17 Parcel A, Portion PENDER ISLAND, Parcel A (DD 47774W) Tax Roll No. 01-764-08666.000	Land and improvements (Class 8 Only)	391(4)(a)
Royal Canadian Legion, Branch #92 Salt Spring Island	Lot A, Plan VIP11826, Section 4, Range 3, Cowichan Land District, Portion North Salt Spring Tax Roll No. 01-764-00655.001	Land and improvements (Class 8 Only)	391(4)(a)
Salt Spring Island Golf & Country Club	Section 5, Range 2, Cowichan Land District, (805 Lower Ganges Rd) Tax Roll No. 01-764-00481.000	Land and improvements	391(4)(a)
Capital Regional District (North Galiano Fire Hall)	Lot 1 of Lot 83, Galiano Island, Cowichan District, Plan VIP69843 Tax Roll No. 01-764-02273.110	Land and improvements	391(4)(g)

Pender Island Golf Club
2305 Otter Bay Road, Pender Island, B.C.
P.O. Box 6, Pender Island, B.C. V0N 2M0

www.penderislandgolf.com
Email: pigolf@shaw,ca

Golf Shop: 250-629-6659

A scenic 9-hole golf course located on Pender Island amidst B.C.'s beautiful Gulf Islands.

May 16, 2026

eafinance@crd.bc.ca
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Good day!

The Pender Island Golf & Country Club respectfully requests exemption from taxes for the year 2027 under Section 809(3)(a) of the Local Government Act.

Background

The Pender Island Golf and Country Club (dba Pender Island Golf Club) has been in existence since 1937 and, except for a period during the Second World War, the golf course has been in operation ever since. The Golf Club is a not-for-profit society and was incorporated under the Societies Act on July 3, 1945 (Charter No. 1047671-7). The purpose of this Society as stated in the constitution is to maintain the Golf Club for the use and pleasure of club members and the public.

The Club is also registered as Pender Island Golf Club under the Province of BC Sole Proprietorship – Partnership Act (FM 1043601 dated April 12, 2024).

The Club in the Community

Pender Island, comprised of North and South Pender Islands, is a small community with about 2,500 full time residents, a high percentage of whom are retired or semi-retired. The summertime community expands our population substantially with many short-term residents and visitors coming to the island for vacation activities.

As we are a rural community, there are no bowling facilities, no public swimming pool, no curling or hockey rinks and no theatre. Our golf course provides an excellent opportunity for an outdoor recreational activity and is one of the major attractions for both residents and visitors. We estimate that about 400 people, less than 25 percent of whom are members, regularly use our facilities.

In terms of members, the Golf Club has junior, intermediate, social and regular memberships.

Also, the Golf Club welcomes residents and visitors on a casual green fee basis. While members can play as often as they wish, there is no preference given to members over green fee players. All golfers play on a first-come/first booked, first-to-play basis.

An active junior golf program run by member volunteers, provides free lessons to junior golfers through our involvement with Pender Island School. A new program is being developed to introduce community members to the game of golf, also run by our member volunteers.

The Pender community depends on its volunteers and the Golf Club is no exception. The Club was started by volunteers and the course built mostly by volunteers. Today, members continue to give their time and expertise to help maintain the course and work to continually improve the infrastructure.

The Golf Club provides full time employment for our course superintendent and part time employment for up to five employees.

Commercial activity

The Golf Club is now operating a seasonal restaurant, May to September. The purpose of the restaurant is to provide a simple food service for members and the general public at a nominal cost.

Tax History

We have requested and been very appreciative to have received a tax exemption each year since 1999. We endeavor to be fiscally responsible and at the same time provide a product that is appreciated and of benefit to all Pender Island residents and visitors at as low cost as possible.

The Club has maintained it fees and charges at break-even levels. A tax bill would place a heavy burden on or financial situation and would undoubtedly necessitate higher recreation costs to the community as well as reductions in services and employment.

We respectfully request a tax exemption under Section 809(3), (a) of the Local Government Act for the year 2027. Should you require additional information regarding this request, we would be pleased to provide it.

Sincerely,

Bruce McConchie
President, Pender Island Golf Club
Enclosure: Copy of 2026 Assessment Notice

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

Property Location & Description

2305 OTTER BAY RD
LOT A, PLAN VIP52327, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND; PARCEL F, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND, EXCEPT PLAN 22933 36581
PID: 017-337-178 009-675-698

2026 Assessment – represents your property value as of **July 1, 2025**

Assessed Value	Value	Class
Land	29,900	06-Business/Other
	1,095,000	08-Rec/Non Profit
Buildings	210,000	06-Business/Other
2026 Assessed Value	**$1,334,900**	
Taxable Value	**Rural**	
Less Exemptions	1,334,900	
2026 Taxable Value	**NIL**	

Important messages about your 2026 Assessment

- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- You must keep your land owner transparency report current by reporting changes to interest holders (e.g. beneficial owner of a trust, corporate interest holders, or partners in a partnership). See landtransparency.ca for information.

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-08647.010

The Owner/Lessee of this property is:

163971

S-04
PENDER ISLAND GOLF & COUNTRY CLUB
2305 OTTER BAY RD
RR 1 PO BOX 6
PENDER ISLAND BC V0N 2M0

PROPERTY IDENTIFICATION

Reference #: 0232 7507
Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 08647.010
Confidential PIN: 0000948597
School District: 64-Gulf Islands
Neighbourhood: 910

YOUR PROPERTY VALUE HISTORY

2026	+1%	$1,334,900
2025	-1%	$1,316,400
2024	-2%	$1,331,500
2023	+13%	$1,353,200

Visit bcassessment.ca/propertytax for details on how your value change may impact your propery taxes.

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

FEB 2
THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0232 7507

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

163971_1_2
BCA_PROD_ANOT_26_STD_A01_20251205

GALIANO GOLF COURSE SOCIETY
1500 - 1055 GEORGIA ST W
PO BOX 11117 STN ROYAL CENTRE
VANCOUVER BC V6E 4N7
http://www.golfgaliano.com/
info@golfgaliano.com
T +1 2505395533

July 8, 2026

DELIVERED BY EMAIL, ORIGINAL BY REGULAR MAIL

Capital Regional District
625 Fisgard St
Victoria, BC V8W 1R7

Attention: Financial Services - Permissive Tax Exemption

Dear Sir/Madam:

Re: Permissive Exemption from Property Tax for 2027

I am writing on behalf of Galiano Golf Course Society to request an exemption from property taxes for the year 2027.

Our Golf Course Society continues to operate as a nonprofit society providing an important recreational facility to Galiano Island residents and visitors alike. Our course is open to everyone year round and encourages exercise and mental stimulation, while practising social engagement in a beautiful natural setting. As in the past years we host two educational clinics during the summer months – both of which are free to all residents of Galiano Island. One is for kids under 19 in which volunteers provide instruction on the basics of golf and with supervision the kids are allowed to play and practice at the course until the end of the season for free.

The other is an adult course which is well attended by young and old adults – who are given access to many different lessons at different levels of play. We maintain an environmentally friendly course – we do not draw on any wells or aquifers – instead depend on two large ponds of water to keep the irrigation of the course at a minimal level in the summer.

Sincerely,
GALIANO GOLF COURSE SOCIETY
Per:



Eric Sherbine
Director

ES7689:xyz
Attachments

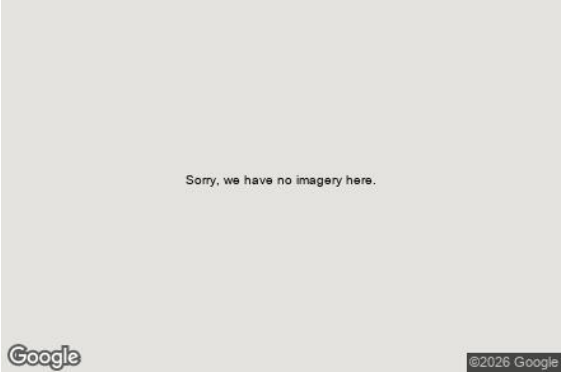
CAN: 57824179.1

BC ASSESSMENT

The information in this report is provided for your information and convenience. If the information has been altered for any reason from the format in which it was originally received verification may be required by BC Assessment. In any case of doubt, the official BC Assessment records shall prevail.

ST. ANDREWS CRES GALIANO V0N 1P0

Area-Jurisdiction-Roll: 01-764-02192.023



Total value $1,628,600

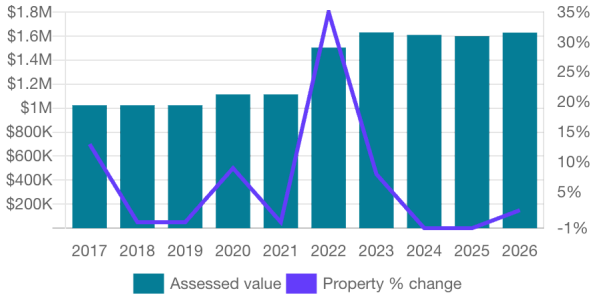
2026 assessment as of July 1, 2025

Land	$1,379,100
Buildings	$249,500
Previous year value	$1,599,100
Land	$1,352,500
Buildings	$246,600

Property value history



Property value change



Property information

Year built	1960
Description	1 STY Rec Home - Basic
Bedrooms	1
Baths	
Carports	
Garages	
Land size	25.25 Acres
First floor area	626
Second floor area	
Basement finish area	
Strata area	
Building storeys	3
Gross leasable area	
Net leasable area	

Legal description and parcel ID

LOT 6, BLOCK 2, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND

PID: 002-978-911

see more legal descriptions below

Sales history (last 3 full calendar years)

No sales history for the last 3 full calendar years

Manufactured home

Width

Length

No.of apartment units	Total area

Legal Description and Parcel ID

LOT 6, BLOCK 2, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND

PID: 002-978-911

LOT 11, BLOCK 1, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND, AMD LOT 11, (DD B38017)

PID: 002-979-519

LOT 6, BLOCK 2, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND, FOR COMMUNITY GOLF COURSE, CLUBHOUSE & RELATED FACILITIES PURPOSES, LEASE/PERMIT/LICENCE # 111975

PID:

LOT 11, BLOCK 1, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND, FOR COMMUNITY GOLF COURSE, CLUBHOUSE & RELATED FACILITIES PURPOSES, LEASE/PERMIT/LICENCE # 111975

PID:

Register with BC Assessment

Compare property information and assessment values

Store and access favourite properties across devices

View recently viewed properties

Application for Permissive Exemption from Property Taxation Year 2027

Magic Lake Property Owners' Society (MLPOS)

2. PROPERTY:

01-764-13027.027. Thieves Bay.
District lot 465, Cowichan Land District, Commercial Marina in Thieves Bay, 1.57 HA issued for group moorage, breakwater & boat launching purposes, lease/permit./licence #114382 LBF: 0288670.

01-764-13027.026. Thieves Bay.
Lot A, Plan VIP41807, Section 9, Cowichan Land District, Portion Pender Island.

01-764-08455.036. Privateers Road.
Lot 18, Plan VIP22424, Section 10, Cowichan Land District, Portion Pender Island.

01-764-08454.397. Chart Drive.
Lot 67, Plan VIP22335, Section 9, Cowichan Land District, Portion Pender Island.

01-764-08454.305. Storm Crescent.
Lot 21, Plan VIP22335, Section 9, Cowichan Land District, Portion Pender Island.

3. ABOUT YOUR ORGANIZATION.

MLPOS was incorporated as a non-profit society on 29 August, 1975, Charter No. 11823.

The objectives of MLPOS are three-fold:

1. To represent the members in matters affecting their property or their life style in Magic Lake Estates, Pender Island, British Columbia by performing research on such matters, submitting briefs to government, industry or any other party having an impact, whether favourable or unfavourable, on such property or life style;

2. To provide recreational opportunities for our membership and the public at large by acquiring, maintaining, administering, and/or disposing thereof, property in Magic Lake Estates or the foreshore adjacent thereto; and by supporting initiatives of other agencies and groups that do, or will, providethose recreational opportunities.

3. To support, financially or otherwise, community groups providing important support services to our membership and the community at large.

4. PRINCIPAL USE OF THIS PROPERTY.

01-764-13027.27. Thieves Bay. 01-764-13027.026. Thieves Bay.
MLPOS operates and maintains a non-profit, recreational marina at Thieves Bay with 180 berths for the use of members and guests of the society. Our marina provides emergency

moorage for any vessel in the area requiring shelter and/or assistance. We reserve, at no charge, a designated berth for the Ambulance Service to conduct medical evacuations for anyone on the Pender Islands. The RCMP and Coast Guard have used our marina for emergency incidents. We have equipped the marina breakwater with picnic tables open to the public. This Thieves Bay spot has become a very popular, and spectacular, public whale watching site as well as being a favourite walk/drive destination.

01-764-08455.36. Privateers Road.
MLPOS operates and maintains the only public tennis/pickleball courts on the Pender Islands. These courts are open year round to members of the society and to the public, on a pay-per-use basis. We also maintain a children's playground beside the courts, which is a popular destination for both resident and visiting families with young children. We are installed a brand new suite of playground equipment in July/August of 2025 to address the increased need in the community for family friendly activities.

01-764-08454.397. Chart Drive.
This tiny lot, not much more than a road allowance, is adjacent to a CRD park. Too small to hold any structure, this lot is basically an extension of the aforementioned park.

01-764-08454.305. Storm Crescent.
This property is called Mouat Park and was designed for the propagation of plants native to the Gulf Islands. This corner lot is a haven for wildlife and provides benches for the public to sit on and rest.

5. COMMERCIAL ACTIVITY.

The marina at Thieves Bay and the tennis/pickle ball courts on Privateers Road are funded by dues paid by users of these facilities. They are maintained by volunteers and are operated on a not-for-profit basis.

MAGIC LAKE PROPERTY OWNERS' SOCIETY
REPRESENTATION RECREATION COMMUNITY PENDER ISLAND, BC

P.O. Box 65, Pender Island, BC V0N 2M0

July 6, 2026.

Financial Services – Permissive Tax Exemption
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

To Financial Services – Permissive Tax Exemption,

The Magic Lake Property Owners' Society (MLPOS) recognizes, with thanks, our 2026 tax exemption and requests a further exemption from rural property taxes for the year 2027 under Section 391 of the Local Government Act.

MLPOS was incorporated as a non-profit society on 29 August 1975, Charter No. 11823. The objectives of MLPOS are three-fold: (1) To represent the members in matters affecting their property or their life style in Magic Lake Estates, Pender Island, British Columbia by performing research on such matters, submitting briefs to government, industry or any other party having an impact, whether favourable or unfavourable, on such property or life style. (2) To provide recreational opportunities for our membership and the public at large by acquiring, maintaining, administering, and/or disposing thereof, property in Magic Lake Estates or the foreshore adjacent thereto; and by supporting initiatives of other agencies and groups that do, or will, provide those recreational opportunities. (3) To support, financially or otherwise, community groups providing important support services to our membership and the community at large.

The North and South Pender Islands have roughly 3700 full-time residents (Pender Island Fire Rescue) – with more than one third of these full-time residents living in Magic Lake Estates.

MLPOS operates and maintains a non-profit, recreational marina at Thieves Bay with 180 berths for the use of members and guests of the society. Our marina provides emergency moorage for any vessel in the area requiring shelter and/or assistance. We reserve, at no charge, a designated berth for the Ambulance Service to conduct medical evacuations for anyone on the Pender Islands. The

RCMP and Coast Guard have used our marina for emergency incidents. MLPOS has equipped the marina breakwater with picnic tables open to the public. This Thieves Bay spot has become a very popular, and spectacular, public whale watching site as well as being a favourite walk/drive destination.

In addition to Thieves Bay Marina, MLPOS operates and maintains the only public tennis/pickleball courts on the Pender Islands. These courts are open year round to members of the Society and to the public, on a pay-per-use basis. We also maintain a children's playground, upgraded in 2025, beside the courts and a public park (Mouat Park) designated for the propagation of plants native to the Gulf Islands.

Volunteerism thrives on the Pender Islands and this is apparent in MLPOS. Volunteers build, maintain and manage the marina, tennis courts and playground. We keep all fees charged for the use of these facilities at break-even levels and use all funds generated solely for the short and long-term upkeep and improvement of these recreational facilities.

We hope that you grant our request for a property tax exemption for the year 2027. Such an exemption will significantly enhance our ability to maintain and provide these important recreational facilities for the benefit of our members, our community and tourists to the Gulf Islands.

Yours truly,



Robert Coulson
President, Magic Lake Property Owners' Society

CC: Paul Brent, CRD District Director (by email)

Encl:
Application Form for Permissive Exemption from Property Taxation Year 2027
Copy of 2026 Property Assessment Notices

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

Property Location & Description

THIEVES BAY
LOT A, PLAN VIP41807, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 000-952-141

2026 Assessment – represents your property value as of **July 1, 2025**

Assessed Value	**Value**	**Class**
Land	115,000	
2026 Assessed Value	**$115,000**	**08-Rec/Non Profit**
Taxable Value	**Rural**	
Less Exemptions	115,000	
2026 Taxable Value	**NIL**	

Important messages about your 2026 Assessment

- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-13027.026

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

PROPERTY IDENTIFICATION

Reference #: 0324 8486

Area: 01-Capital

Jurisdiction: 764-Gulf Islands Rural

Roll: 13027.026

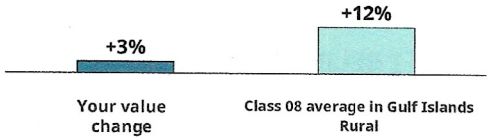
Confidential PIN: 005006940

Bulk Mail: 0004692651

School District: 64-Gulf Islands

Neighbourhood: 935

YOUR PROPERTY VALUE CHANGE



The graph above shows average change for multiple property types. Visit **bcassessment.ca/propertytax** for details on how your value change may impact your property taxes. If you are considering an appeal, please see back of notice for more information.

YOUR PROPERTY VALUE HISTORY

2026	+3%	$115,000
2025	0%	$112,000
2024	0%	$112,000
2023	+6%	$112,000

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0324 8486

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

5370_7_10
BCA_PROD_ANOT_26_MBK_20251205

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

Property Location & Description

THIEVES BAY
DISTRICT LOT 465, COWICHAN LAND DISTRICT, COMMERCIAL MARINA IN THIEVES BAY, 1.57 HA ISSUED FOR GROUP MOORAGE, BREAKWATER & BOAT LAUNCHING PURPOSES, LEASE/PERMIT/LICENCE # 114382 LBF:0288670

2026 Assessment – represents your property value as of **July 1, 2025**

Assessed Value	**Value**	**Class**
Land	464,000	08-Rec/Non Profit
Buildings	299,000	06-Business/Other
2026 Assessed Value	**$763,000**	
Taxable Value	**Rural**	
Less Exemptions	135,000	
2026 Taxable Value	**$628,000**	

Important messages about your 2026 Assessment

- A copy of this Property Assessment Notice is sent to all owners.
- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-13027.027

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

PROPERTY IDENTIFICATION

Reference #: 0325 1773

Area: 01-Capital

Jurisdiction: 764-Gulf Islands Rural

Roll: 13027.027

Confidential PIN: 005006940

Bulk Mail: 0004692651

School District: 64-Gulf Islands

Neighbourhood: 935

YOUR PROPERTY VALUE HISTORY

2026	+2%	$763,000
2025	0%	$748,000
2024	+1%	$747,000
2023	+14%	$738,000

Visit **bcassessment.ca/propertytax** for details on how your value change may impact your propery taxes.

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0325 1773

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

5370_9_10

BCA_PROD_ANOT_26_MBK_20251205

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

Property Location & Description

PRIVATEERS RD
LOT 18, PLAN VIP22424, SECTION 10, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 003-246-442

2026 Assessment – represents your property value as of **July 1, 2025**

Assessed Value	**Value**	**Class**
Land	439,000	08-Rec/Non Profit
Buildings	14,600	06-Business/Other
2026 Assessed Value	**$453,600**	
Taxable Value	**Rural**	
Less Exemptions	449,000	
2026 Taxable Value	**$4,600**	

Important messages about your 2026 Assessment

- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-08455.036

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

PROPERTY IDENTIFICATION

Reference #: 0232 6511

Area: 01-Capital

Jurisdiction: 764-Gulf Islands Rural

Roll: 08455.036

Confidential PIN: 005006940

Bulk Mail: 0004692651

School District: 64-Gulf Islands

Neighbourhood: 910

YOUR PROPERTY VALUE HISTORY

2026	-3%	$453,600
2025	-8%	$465,800
2024	-2%	$504,600
2023	+44%	$514,500

Visit **bcassessment.ca/propertytax** for details on how your value change may impact your propery taxes.

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0232 6511

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

FOLLOW US

We Value BC

5370_5_10

BCA_PROD_ANOT_26_MBK_20251205

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

Property Location & Description

STORM CRES
LOT 21, PLAN VIP22335, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 003-275-400

2026 Assessment – represents your property value as of **July 1, 2025**

Assessed Value	**Value**	**Class**
Land	212,000	
2026 Assessed Value	**$212,000**	**08-Rec/Non Profit**
Taxable Value	**Rural**	
Less Exemptions	212,000	
2026 Taxable Value	**NIL**	

Important messages about your 2026 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-08454.305

The Owner/Lessee of this property is:

5370

S-02
MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

PROPERTY IDENTIFICATION

Reference #: 0232 6429

Area: 01-Capital

Jurisdiction: 764-Gulf Islands Rural

Roll: 08454.305

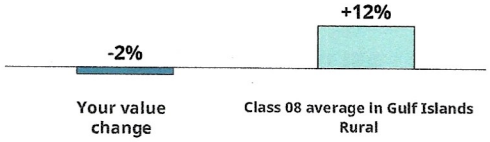
Confidential PIN: 005006940

Bulk Mail: 0004692651

School District: 64-Gulf Islands

Neighbourhood: 910

YOUR PROPERTY VALUE CHANGE



The graph above shows average change for multiple property types. Visit **bcassessment.ca/propertytax** for details on how your value change may impact your property taxes. If you are considering an appeal, please see back of notice for more information.

YOUR PROPERTY VALUE HISTORY

2026	-2%	$212,000
2025	-8%	$217,000
2024	-2%	$235,000
2023	+48%	$239,000

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0232 6429

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BCA_PROD_ANOT_26_MBK_20251205

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

Property Location & Description

LOT 67, PLAN VIP22335, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 003-219-666

2026 Assessment – represents your property value as of **July 1, 2025**

Assessed Value	**Value**	**Class**
Land	14,000	
2026 Assessed Value	**$14,000**	**01-Residential**
Taxable Value	**Rural**	
Less Exemptions	14,000	
2026 Taxable Value	**NIL**	

Important messages about your 2026 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- Visit bcassessment.ca and create a free account to unlock additional features such as favourites, comparisons and our interactive map.

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-08454.397

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

PROPERTY IDENTIFICATION

Reference #: 0232 6474

Area: 01-Capital

Jurisdiction: 764-Gulf Islands Rural

Roll: 08454.397

Confidential PIN: 005006940

Bulk Mail: 0004692651

School District: 64-Gulf Islands

Neighbourhood: 910

YOUR PROPERTY VALUE CHANGE



The graph above shows average change for residential property types (e.g. homes, townhouses, condos, etc.). View changes by neighbourhood at **bcassessment.ca/map.** If you are considering an appeal, please see back of notice for more information.

YOUR PROPERTY VALUE HISTORY

2026	-3%	$14,000
2025	-8%	$14,400
2024	-1%	$15,600
2023	+13%	$15,800

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

FEB 2

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0232 6474

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

5370_3_10
BCA_PROD_ANOT_26_MBK_20251205

Royal Canadian Legion – Branch #239
1344 MacKinnon Road
Pender Island, BC V0N 2M1
Tel: 250-629-3441
Email: president239.rcl@gmail.com

July 9, 2026

Capital Regional District
Attn: Financial Services – Permissive Tax Exemption
625 Fisgard Street, PO Box 1000
Victoria, BC V8W 2S6

To Whom It May Concern,

Re: Request for 2027 Permissive Tax Exemption – Section 391(3)(a), Local Government Act

On behalf of the Royal Canadian Legion, Branch #239 (Pender Island), we respectfully request a municipal tax exemption for the 2027 tax year under Section 391(3)(a) of the *Local Government Act*.

Our Role in the Community

Since our founding in 1952 and operating from our current location since 1972, Branch #239 has remained a central gathering place for Pender Island residents. Our membership currently includes over 300 individuals—representing approximately 11% of the island's full-time population.

Each year, the Legion organizes the community's Canada Day and Remembrance Day ceremonies. Through our gaming funds, we return close to $25,000 annually to the community in the form of bursaries, scholarships, and donations in support of local youth and groups. Additionally, our annual poppy campaign raises approximately $4,000 to benefit both veterans and youth.

Our facility also serves as a vital meeting and activity space for a wide range of local organizations. On an island where suitable public meeting venues are limited, the Legion hall provides an essential gathering place for groups that would otherwise struggle to find accommodation for their programs and events.

Financial Context

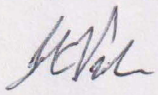
We have been grateful recipients of the CRD's tax exemption since 2018. This support has been critical to our ability to remain financially viable while maintaining our aging facility and

delivering community programs. With escalating costs and ongoing maintenance needs, relief from municipal taxes significantly eases the financial burden, helping us avoid service reductions, job cuts, or fee increases.

We remain committed to the responsible stewardship of our resources and to the continued service of our members and the broader island community.

Thank you for considering our request. We are happy to provide any additional information required.

Respectfully,



John Pender
President
Royal Canadian Legion – Branch #239
Pender Island, BC

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

PROPERTY IDENTIFICATION

Reference #: 0232 7526

Area: 01-Capital

Jurisdiction: 764-Gulf Islands Rural

Roll: 08666.000

Confidential PIN: 0001048707

School District: 64-Gulf Islands

Neighbourhood: 910

Property Location & Description

1344 MACKINNON RD
PARCEL A, LOT 6, PLAN VIP7196, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND, PCL A (DD 47774W)
PID: 005-758-289

2026 Assessment – represents your property value as of **July 1, 2025**

Assessed Value	**Value**	**Class**
Land	129,000	06-Business/Other
	220,000	08-Rec/Non Profit
Buildings	41,800	06-Business/Other
	71,200	08-Rec/Non Profit
2026 Assessed Value	**$462,000**	
Taxable Value	**Rural**	
Less Exemptions	301,200	
2026 Taxable Value	**$160,800**	

YOUR PROPERTY VALUE HISTORY

2026	+15%	$462,000
2025	0%	$400,400
2024	+1%	$400,600
2023	+13%	$397,000

Visit **bcassessment.ca/propertytax** for details on how your value change may impact your propery taxes.

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026

Important information about the complaint process can be found on the back page.

Important messages about your 2026 Assessment

- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-08666.000

The Owner/Lessee of this property is:

163989

S-04
ROYAL CANADIAN LEGION PENDER ISLAND BRANCH NO. 239
1344 MACKINNON RD
PENDER ISLAND BC V0N 2M1

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0232 7526

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

FOLLOW US

We Value BC

163989_1_2
BCA PROD ANOT 26 STD A01 20251205

Royal Canadian legion Br92
120 Blain Rd
Salt Spring Island, BC V8K 2P7
250-537-5822

Branch 092
Salt Spring Island

Capital Regional District
Electoral Area Local Services - Finance Team
Finance & Technology Department
Capital Regional District
625 Fisgard Street, Victoria, BC V8W 1R7
eafinance@crd.bc.ca

July 20, 2026

Re: Request for Permissive Property Tax Exemption – Royal Canadian Legion Branch 92

On behalf of the Royal Canadian Legion Branch 92, I respectfully submit this request for a Permissive Property Tax Exemption for the regional 2027 property taxes levied by the Capital Regional District.

The Royal Canadian Legion Branch 92 is a registered non-profit organization dedicated to supporting Veterans, serving members of the Canadian Armed Forces, RCMP personnel, first responders, and their families. Beyond our commitment to those who have served Canada, our Branch provides a valuable community facility that hosts remembrance ceremonies, charitable fundraising events, youth programs, and activities that enrich the lives of residents throughout the Gulf Islands and the Capital Regional District.

As a volunteer-led organization, Branch 92 relies on memberships, donations, fundraising, and community partnerships to sustain our operations. Rising operating and facility maintenance costs continue to place pressure on our financial resources. A Permissive Property Tax Exemption would reduce this burden and enable us to dedicate more funding to the programs and services that directly benefit our community.
The requested exemption would help us continue to:

- Provide assistance and advocacy for Veterans and their families.
- Host annual Remembrance Day and other commemorative ceremonies.
- Maintain a safe, accessible, and welcoming community facility.
- Support local charitable initiatives and community organizations.
- Preserve an important community gathering place for current and future generations.

The Royal Canadian Legion Branch 92 has served our community with pride for many years and remains committed to fostering remembrance, volunteerism, and community service. Financial relief through a Permissive Property Tax Exemption for 2027 will help ensure that these important services remain available while supporting the long-term sustainability of our Branch.
We respectfully request your favourable consideration of this application for the Capital Regional District's permissive property tax exemption. Thank you for your time and consideration. We would be pleased to provide any additional information or documentation that may assist in your review.

Kind Regards,

Noella Fraser
President
Royal Canadian Legion Br92
president@saltspringlegion.ca
250-537-7104

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

Property Location & Description

120 BLAIN RD
LOT A, PLAN VIP11826, SECTION 4, RANGE 3E, COWICHAN LAND DISTRICT, PORTION NORTH SALT SPRING, EXCEPT PLAN VIP64146
PID: 000-553-387

2026 Assessment – represents your property value as of **July 1, 2025**

	Value	Class
Assessed Value	575,000	06-Business/Other
Land	179,000	08-Rec/Non Profit
	183,000	06-Business/Other
Buildings	162,000	08-Rec/Non Profit
2026 Assessed Value	**$1,099,000**	
	Rural	
Taxable Value	351,000	
Less Exemptions	**$748,000**	
2026 Taxable Value		

Important messages about your 2026 Assessment

- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-00655.001

The Owner/Lessee of this property is:

154269

S-04
ROYAL CANADIAN LEGION SALT SPRING ISLAND
BRANCH NO. 092
120 BLAIN RD
SALT SPRING ISLAND BC V8K 2P7

PROPERTY IDENTIFICATION

Reference #: 0231 8139
Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 00655.001
Confidential PIN: 0001048708
School District: 64-Gulf Islands
Neighbourhood: 810

YOUR PROPERTY VALUE HISTORY

2026	+15%	$1,099,000
2025	-5%	$956,000
2024	-2%	$1,004,000
2023	+47%	$1,027,000

Visit **bcassessment.ca/propertytax** for details on how your value change may impact your propery taxes.

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

FEB 2 **THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026**

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0231 8139

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We Value BC

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154269_1_2

AUGT_24_STD_A01_20251205

Salt Spring Island Golf & Country Club
805A Lower Ganges Road
Salt Spring Island, B.C. V8K 2N5
Telephone: 250-537-7826
Email: president@saltspringgolf.com
Web Site: www.saltspringgolf.com

Date: July 27, 2026

Financial Services – Permissive Tax Exemption
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

To the General Manager Corporate Services,

The Salt Spring Island Golf and Country Club (SSIGCC) gratefully acknowledges our previous permissive tax exemption for the year 2026 and respectfully requests relief from property taxes for the year 2027 under Section 391(4)(a) of the Local Government Act.

Background:

While historically known for the golf course that opened for play in 1928, residents and visitors currently enjoy a variety of recreational activities on the property, including golf, tennis, squash, disc golf and a restaurant. The tennis and squash facilities are operated by not-for-profit societies under contractual agreements with the Salt Spring Golf Club. Disc golf was developed by the golf club and is played on and around the golf course layout itself. The golf course, indoor tennis and squash facilities provide the only public access to these activities on Salt Spring (there is outdoor tennis elsewhere on the island). Similarly the disc golf course is the only sanctioned Salt Spring course for tournaments by the provincal disc golf governing body.

The Salt Spring Golf and Country Club (SSIGCC) is a not-for-profit society incorporated under the B.C. Societies Act. Title to the property is held by Salt Spring Recreational Holdings Ltd (SSRHL) which leases it to majority shareholder the SSIGCC. The property tax is paid by SSIGCC on behalf of SSRHL.

Public Use of the Facilities:

In 2025 over 28,000 9-hole equivalent rounds of golf were played on the course, with more than 8,560 rounds being played by public greens-fee paying residents or visitors to the island. Our junior, intermediate, regular and social members play the bulk of the remaining rounds with 400 members currently in the above categories. Our driving range and short game practice facilities are also a popular public attraction. Disc golf was brought to the club in collaboration with the local disc golf community and has also expanded the appeal of the property to the general public. Disc Golf also has some short game practice facilities. Our restaurant caters to all our recreational users and athletes using the nearby Portlock Park as well as the community at large.

The indoor tennis facility with two courts are fully utilized in the fall, winter and spring from 8 am to 8 pm with league play, lessons for all age groups and public bookings. Squash courts are modestly utilized.year round.

Contributions to the Community:

The facility is widely used for charitable fundraising events as well as supporting many on-site and off-site programs for various community groups. In a typical year we would see programs such as free beginner golf lessons for the public, a junior golf program, and high school use of the driving range. In recent years we have held a Special Olympics golf instruction program with mentoring and support from club members and community volunteers. Our junior golf program has been qualified as part of the First Tee - Canada organization. First Tee – Canada is a youth development program offered by Golf Canada that introduces the game of golf and its inherent values to young people. Similarly we hold various fund rasiers to provide tennis instruction to the youth on our Island.

Similarly our tennis courts host extensive professional instruction for juniors and adults. The high school also utilizes our golf course and tennis courts for the golf and tennis teams.

As noted in our past application, our facilities are available for emergency events site and in 2020 our site became an Emergency Reception Centre for the Salt Spring Island Emergency Program to provide service and care of evacuees during an emergency or disaster.

The club currently provides significant employment to local residents. Five positions are year round in our office and shop. Our restaurant provides 5-15 positions, while in peak of the golf season we have 15-20 additional staff in seasonal/part-time positions. Our tennis facility employs 3 individuals year round. A substantial volunteer effort supplements maintenance and administration activities. The club works with local businesses to promote tourism. Several tournaments involving all our sports bring participants from off-island for a day or more.

The golf club's not-for-profit fee structure is geared towards covering operating costs and basic capital maintenance without the use of public funding. Demand for repair or replacement of our aging clubhouse and facilities/assets and maintenance equipment is an ongoing challenge and often requires fund-raising or donations. Similarly our tennis and squash courts require on going maintenance to maintain the long term utility of these facilities. The tax exemption lessens the costs for the all our facilities. This exemption also contributes to our future plans when additional facilities are considered for our community. An exemption on eligible property tax would be of great assistance in continuing and enhancing the community's enjoyment of this historic Salt Spring Island recreational hub.

Sincerely,



Randy Cunningham
President, Salt Spring Island Golf and Country Club
Vice-President, Salt Spring Recreational Holdings Ltd

Contact: Randy Cunningham president@saltspringgolf.com

Enclosures:
2026 Property Assessment Notice
Application for Permissive Exemption From Property Taxation Year 2027

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

This is not a tax notice. Tax notices are issued by local governments and taxing authorities. No action is required unless you disagree with your assessment.

Property Location & Description

805 LOWER GANGES RD
SECTION 5, RANGE 2, COWICHAN LAND DISTRICT, EXCEPT PLAN 2183 39530, RGE 2E, N SALT SPRING ISLAND, EXC PT IN PLANS 2183 & 39530; SECTION 6, RANGE 2, COWICHAN LAND DISTRICT, EXCEPT PLAN 14185, RGE 2E, N SALT SPRING ISLAND, EXC THE EASTERLY 6.75 CHAINS THEREOF; EXC PCL B (DD 77036I), & EXC PT IN PL 14185
PID: 009-600-451 009-600-426

2026 Assessment - represents your property value as of **July 1, 2025**

Assessed Value	Value	Class
Land	85,500	06-Business/Other
	2,704,000	08-Rec/Non Profit
Buildings	908,000	06-Business/Other
2026 Assessed Value	**$3,697,500**	

Taxable Value	Rural
Less Exemptions	3,697,500
2026 Taxable Value	**NIL**

Important messages about your 2026 Assessment

- **2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax**
- **You must keep your land owner transparency report current by reporting changes to interest holders (e.g. beneficial owner of a trust, corporate interest holders, or partners in a partnership). See landtransparency.ca for information.**

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-00481.000

The Owner/Lessee of this property is:

153706

S-04
SALT SPRING REC HOLDINGS
ATTN ERIC BEAMISH
805A LOWER GANGES RD
SALT SPRING ISLAND BC V8K 2N5

PROPERTY IDENTIFICATION

Reference #: 0231 7516

Area: 01-Capital

Jurisdiction: 764-Gulf Islands Rural

Roll: 00481.000

Confidential PIN: 0001060821

School District: 64-Gulf Islands

Neighbourhood: 810

YOUR PROPERTY VALUE HISTORY

2026	+2%	$3,697,500
2025	-2%	$3,642,000
2024	-1%	$3,705,500
2023	+9%	$3,738,300

Visit **bcassessment.ca/propertytax** for details on how your value change may impact your property taxes.

IMPORTANT DATES

July 1, 2025
Assessed value is the property's market value as of this date.

October 31, 2025
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS FEBRUARY 2, 2026

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0231 7516

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Salt Spring Island Rod & Gun Club

TRAP, RIFLE, PISTOL, ARCHERY AND 20 YARD INDOOR RANGE

May 12, 2026

Box 442
Ganges, BC
V8K2W1

VIA EMAIL ONLY

Att: Finance Manager, *Local Services and Grant Management Finance and Technology*, CRD.

The Salt Spring Island Rod and Gun Club, (the "Club") respectfully requests an exemption from property taxes for its land and facilities located at 221/223 Long Harbour Road, Salt Spring Island for the 2027 tax year pursuant to *Sections 391(3)* and *(4)* of the BC Local Government Act. Our Club has received this exemption in a few of the past years and this financial assistance has allowed the Club to significantly begin rebuilding its programs and recover financially after unanticipated operational demands.

Background

The Club was organized in 1913 and has been a provincial non-profit society since about 1960. It is one of the two or three oldest public service and recreational clubs in the Gulf Islands and the only federally licensed shooting club in the Islands Trust Area. The Club promotes shooting sports and teaches the safe handling and use of firearms and archery for both recreational and hunting purposes to Club members as well as the general public. The Club has been the home facility for several national and international champions in their sport as well as a judge for the Canada Games. Subject to the Club's policies, safety measures and rules, the general public is encouraged to join members in the recreational and educational activities offered. The Club makes its facilities available on a donation basis to other sporting, recreational, service and non-profit organizations.

The Club Today

The Club became established at its present location about 1960 and since that time the Club's grounds and facilities have served the community as a venue for indoor and outdoor recreation, family events, educational workshops, training exercises, meetings and similar events. The venue is offered free of charge for non-commercial use although donations are welcomed in order to recover relevant operating costs. The Club has provided land and facilities without charge to the CRD, RCMP, Salt Spring Island Fire and Rescue, Salt Spring Amateur Radio Society, youth Scouting groups, schools and the

communications team of the Salt Spring Island Search and Rescue for emergency and training purposes.

The Club has a signed agreement with the CRD for the use of Club lands and facilities as an emergency *Reception Center and Group Lodging* location. The grounds have been evaluated as an alternate emergency helicopter landing site. In the past, the CRD has also made use of the facilities for activities related to Camp Colossus as has the Wolf Kids Nature Program. Members of the local RCMP detachment utilize the Club's indoor range to qualify in and maintain firearm proficiency standards. Salt Spring Island Fire and Rescue has used both the lands and facilities for training purposes including hose lays, the setup of a heliport and most recently for the department's drone pilot training for which the grounds are well suited. In addition to member training the fire department has also used the Club for a public workshop on fire safety.

The Salt Spring Amateur Radio Society is in its 5th year of regular weekly meetings and annual field days held at the Club. The Radio Society is considering additional events during the year and renewing investigations into installing a permanent antenna which would benefit not only their Society but would also provide Salt Spring Island with an additional emergency communication option. This year the Radio Society has tentatively booked the facilities to host a 12 session amateur radio license course which will be open to the general public.

The Club has regularly provided a number of educational opportunities to members and the general public. These classes have included;

- Junior Rifle Program for youths 11-15 to learn basic firearms safety and handling.
- Archery and rifle shooting for Boy Scouts and high school students
- Canadian Firearms Safety Course (CFSC)[required for federal firearms license-*21 classes since 2020*
- BC CORE hunter education classes [required provincially for hunting license]
- Archery Canada courses
- introductory lessons in firearm safety and handling for adults
- introductory lessons in fly fishing
- introductory lessons in trap shooting, and
- introductory lessons in archery

The Club is in its seventh year of regularly providing the federally mandated CFSC courses and will have provided 21 classes graduating over 300 individuals by years end. A previous hosting of a CFSC course first, then a CORE course and finally a course on how to handle and prepare harvested game was a success and is planned again for the Fall of 2026.

All Club events and activities are planned and run by volunteers and wherever possible facility maintenance and improvements are performed by both Club members and volunteers from the general public. Nominal fees are charged for membership plus some

activities however these fees are used only to cover operating and insurance costs and no Club group or individuals profit from Club sponsored events.

Past Permissive Tax Exemptions have played a major role in allowing the Club to address facility maintenance along with program development and presentations. The Clubhouse roofing has been replaced, the kitchen area and appliances renewed in 2025, the meeting room flooring has just been replaced and plans are in the works for upgrading the outdoor and indoor ranges to reduce noise levels.

The Club membership stands at over 200 individuals and all are well aware and appreciative of past Permissive Tax Exemptions that have provided the financial impetus to move from mere survival to revitalization.

On behalf of the President, Board and membership of the Salt Spring Island Rod and Gun Club,

Sincerely,

John Wiebe, treasurer
SSIRGC

BC ASSESSMENT

2026 PROPERTY ASSESSMENT NOTICE

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Property Location & Description

221 LONG HARBOUR RD
LOT A, PLAN VIP14462, SECTION 4, RANGE 4, COWICHAN LAND DISTRICT, RGE 4E, N SALT SPRING ISLAND, MANUFACTURED HOME REG.# 43606; LOT 1, PLAN VIP20794, SECTION 3&4, RANGE 4, COWICHAN LAND DISTRICT, PORTION SALT SPRING, RGE 4E, N SALT SPRING ISLAND, MANUFACTURED HOME REG.# 43606
PID: 004-416-074 003-598-861

2026 Assessment – represents your property value as of **July 1, 2025**

Assessed Value	**Value**	**Class**
Land	71,400	01-Residential
	863,000	08-Rec/Non Profit
Buildings	50,300	01-Residential
	55,800	06-Business/Other
2026 Assessed Value	**$1,040,500**	

Taxable Value	**Rural**
Less Exemptions	918,800
2026 Taxable Value	**$121,700**

Important messages about your 2026 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2026 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- You must keep your land owner transparency report current by reporting changes to interest holders (e.g. beneficial owner of a trust, corporate interest holders, or partners in a partnership). See landtransparency.ca for information.

The Assessment Office for this property is:

Victoria Assessment Office
400-3450 Uptown Blvd
Victoria BC V8Z 0B9
01-64-764-00716.007

The Owner/Lessee of this property is:

154617

S-04
SALT SPRING IS ROD & GUN CLUB
PO BOX 442 STN GANGES
SALT SPRING ISLAND BC V8K 2W1

PROPERTY IDENTIFICATION

Reference #: 0231 8487
Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 00716.007
Confidential PIN: 0001060807
School District: 64-Gulf Islands
Neighbourhood: 810

YOUR PROPERTY VALUE HISTORY



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IMPORTANT DATES

July 1, 2025
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For more information about your assessment, go to **bcassessment.ca**, where you can search for your property, compare your assessment, and update your mailing address.

Call us at 1-866-825-8322 or 604-739-8588.

Reference #: 0231 8487

154617_1_2

BCA_PROD_ANOT_26_STD_A01_20251205

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BC ASSESSMENT

Understanding property classes and exemptions

BC Assessment places property in one or more of nine classes, typically based on the property's type or use. Municipal zoning does not determine property class, though it may be a factor in some cases.



The property classes:

Class 1, Residential — single-family residences, multi-family residences, duplexes, apartments, condominiums, nursing homes, seasonal dwellings, manufactured homes, some vacant land, farm buildings and daycare facilities.

Class 2, Utilities — structures and land used for railway transportation, pipelines, electrical generation or transmission utilities, or telecommunications transmitters. This property class does not include gathering pipelines, offices or sales outlets.

Class 3, Supportive Housing —this property class only includes eligible supportive housing property that has been designated by Cabinet. Eligible supportive housing property is funded by the provincial government or a health authority for the provision of housing that includes on-site support services for persons who were previously homeless, at risk of homelessness, and who are affected by mental illness or who are recovering from drug or alcohol addictions or have other barriers to housing. For more information, visit Classifying Supportive Housing Property (/Services-products/property-classes-and-exemptions/classifying-supportive-housing-property).

Class 4, Major Industry — land and improvements (buildings and structures) of prescribed types of industrial plants, including lumber and pulp mills, mines, smelters, large manufacturers of specified products, ship building and loading terminals for sea-going ships.

Class 5, Light Industry — property used or held for extracting, processing, manufacturing or transporting products, including ancillary storage. Scrap metal yards, wineries and boat-building operations fall within this category. Exceptions include properties used for the production or storage of food and non-alcoholic beverages and retail sales outlets, which fall into Class 6. For more information, visit Light Industrial vs. Business and Other Property Classifications (/Services-products/property-classes-and-exemptions/light-industrial-vs-business-and-other-property-classifications).

Class 6, Business and Other — property used for offices, retail, warehousing, hotels and motels all fall within this category. This class includes properties that do not fall into other classes.

Class 7, Managed Forest Land — privately-owned, forest land managed in accordance with the *Private Managed Forest Land Act* or the *Forest and Range Practices Act*. Property owners in this class have an obligation to provide good resource management practices, such as reforestation, care of young trees, protection from fire and disease and sound harvesting methods.

For more information on managed forest land, consult the pages: Managed Forest Classification in British Columbia (/Services-products/property-classes-and-exemptions/managed-forest-classification-in-british-columbia) and How Managed Forest Land is Assessed (/Services-products/property-classes-and-exemptions/managed-forest-classification-in-british-columbia/how-managed-forest-land-is-assessed).

Class 8, Recreational Property, Non-profit Organization — includes two very different categories:

Recreational Land

- land used solely as an outdoor recreational facility for specific activities such as golf, skiing, tennis, public swimming pools, waterslides, amusement parks, marinas and hang gliding. Improvements on the land (such as a clubhouse) fall into Class 6.
- land in a rural area that is part of parcel used for overnight commercial accommodation that exists predominantly to facilitate specific outdoor recreational activities such as hunting, fishing and kayaking. Improvements on the land most likely fall within Class 6 (e.g. a hotel).

Non-Profit Organization Land and Improvements

- property used or set aside for at least 150 days per year as a place of public worship or as a meeting hall by a non-profit, fraternal organization. The 150 days cannot include activities with paid admission or the sale/consumption of alcohol.
- additionally, the 150 days needs to be in the year ending on June 30 of the calendar year preceding the calendar year for which the assessment roll is being prepared.

Class 9, Farm — to qualify as farm for assessment purposes, the land must produce a prescribed amount of qualifying primary agricultural products for sale, such as crops or livestock. Farm buildings come within Class 1. For more information on farm land, visit Farm Land Assessment (/Services-products/property-classes-and-exemptions/farm-land-assessment).

Split Classification

Property with several distinct uses can fall into more than one class. For example, commercial and residential space might be combined in one building, or a property combines residential, farm and forest land. In these cases, BC Assessment determines the share of the value of the property attributable to each class.

Exemptions from property tax

BC Assessment is required to determine the "actual value" of land and improvements (i.e., property) in the Province. However, property taxes are levied on a property's "taxable value", not its actual value. "Taxable value" is a property's actual value minus the value of any tax exemptions.

What is a tax exemption?

A tax exemption is a tool that reduces or eliminates liability to property tax. In a few unusual situations property may be exempt from assessment, in which case it is not included on the assessment roll. But more commonly, property is assessable (i.e., included on the roll) but exempt from property tax in whole or in part. This page focuses on exemptions from property tax.

How exemptions work

Exemptions from property tax operate in a number of different ways. Exemptions may be whole or partial; that is, they may exempt all or only part of a property from taxes, or they may provide relief from all or only some property taxes. In all cases, specified criteria such as ownership, use, location, or property type, must be met before an exemption applies. In some cases, the discretion to grant or deny an exemption lies with the taxing jurisdiction.

Look up tax exemptions

The majority of property tax exemptions are contained in taxing statutes such as the *Community Charter*, the *Vancouver Charter*, the *Local Government Act* and the *Taxation (Rural Area) Act*. However, exemptions are also set out in more subject-specific legislation such as the *School Act*, the *Health Authorities Act* or the *University Act*.

Examples of exemptions providing full relief from property taxes

• Property owned by the federal or provincial government is fully exempt from property taxes for all purposes: section 125 of the *Constitution Act*.
• Property owned by a municipality is fully exempt from property taxes for all purposes: section 220(1)((b) of the *Community Charter*; and section 131(1) of the *School Act*.

Examples of exemptions providing partial relief from property taxes

• A farmer's dwelling in a rural area is exempt from provincial general property taxes, but subject to school taxes: section 15(1)(f) of the *Taxation (Rural Area) Act*; and section 131(4)(a) of the *School Act*.
• Up to $10,000 of the assessed value of improvements in Class 4 – major industry, Class 5 – light industry and Class 6 – business and other is exempt from all property taxes: Industrial and Business Property Exemption Regulation, made under the *Community Charter*.
• 50% of the assessed value of a parcel of land in Class 9 – farm is exempt from school taxes: section 130(1)(a) of the *School Act*.

This information is not intended to be a comprehensive guide on exemptions from property tax.

More information

More information about property taxation and exemptions can also be found at the following provincial government links:

1. Municipalities - Local governments - Province of British Columbia (https://www2.gov.bc.ca/gov/content/governments/local-governments)

APPENDIX C: link to access site:
https://info.bcassessment.ca/Services-products/Property-classes-and-exemptions/understanding-property-classes-and-exemptions

2. Rural areas - Property taxes in rural areas - Province of British Columbia (https://www2.gov.bc.ca/gov/content/taxes/property-taxes/annual-property-tax/rural-area)

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Click here to access site - links do not work within doc: CRD Electoral Area Property Taxes (https://www.crd.ca/government-administration/financial-plans-reports/electoral-area-property-taxes)

Electoral Area Property Taxes

As a regional district, the Capital Regional District (CRD) does not directly collect property taxes from electoral area property owners. Instead, the Provincial Surveyor of Taxes collects revenue on behalf of the CRD and the hospital district (CRHD).

The CRD delivers local, sub-regional and regional services to residents within electoral areas. Each service is budgeted for separately and the tax burden is shared between participating municipalities and electoral areas as set out in each service bylaw. For local services delivered to a smaller area within an electoral area, taxes are only levied for those within the boundaries of that service. Read more on property taxes in rural areas

Permissive Tax Exemptions

The CRD may exempt non-profit organizations from taxation for a specified period of time. This exemption is granted by bylaw under the authority of Section 391 of the *Local Government Act*.

Property tax exemptions remove the assessed value of that property from the total taxable assessed value in a service or area. This means the remaining assessed values generate the total tax revenue required for each tax category collected by the Surveyor of Taxes, including School Tax, Islands Trust, Hospital Districts, BC Assessment, Municipal Finance Authority and Regional District services.

Exemptions may be limited to a specified portion of the net taxable value of the property to which the exemption applies.

Eligibility

Eligible non-profit organizations include:

- an athletic or service organization used principally for public athletic or recreation purposes;
- a church as tenant or licensee for the purpose of public worship or for the purposes of a church hall;
- an agricultural or horticultural society and that is in excess of the area exemption under section 15 (1) (j) of the *Taxation (Rural Area) Act*;
- a not-for-profit organization in school buildings that the organization uses or occupies as tenant or licensee of a board of school trustees;
- a francophone education authority in school buildings that the francophone education authority uses or occupies as licensee of a board of school trustees;
- a not-for-profit organization in school buildings that the organization uses or occupies as tenant or licensee of a francophone education authority

Application process

Applications are evaluated and considered by the Board annually; the application deadline is July 31 each year. To apply, applicants must submit the following to the CRD:

- a letter requesting an exemption,
- an application form [PDF/2.2MB], and
- a copy of their property assessment notice.

Applicants meeting all criteria are included in a bylaw to authorize electoral area permissive tax exemptions and presented to the Board for approval.

Applicants will be notified of submissions to the Board and any subsequent approvals.

Once approved, the CRD submits the bylaw authorizing the exemptions to the BC Assessment Authority to be included in the following year's assessment roll.

Contact Information

For more information about the process, please contact us by email.

Additional Resources

- Exemption and Tax Relief Programs
- Property Taxes in Rural Areas
- Local Government Act, section 391

Was this page helpful?

Yes No

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REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 7, 2026

SUBJECT **Bylaw No. 4667, Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026**

ISSUE SUMMARY

To consider the adoption of a standard regulatory bylaw and associated ticketing bylaws for the Community Parks Services within the Southern Gulf Islands Electoral Area (SGIs). The purpose of Bylaw No. 4667 (Appendix A) is to provide consistent regulation for community parks on Galiano Island, Pender Island, Mayne Island and Saturna Island. Bylaw No. 4667 gives the Capital Regional District (CRD) commissions, that operate the community parks on each island, the ability to use signage to designate specific community parks for special uses, such as prohibiting dogs, requiring animals to be on-leash in all areas by posted signage, or allowing cycling, on a case-by-case basis. The bylaw will give the CRD the authority to enforce rules and regulations within community parks and trails in the SGIs.

BACKGROUND

CRD Community Parks Services in the SGIs are delivered through the volunteer effort of administrative commissions on each island, including the Galiano Island Parks and Recreation Commission (GIPRC), Saturna Island Parks and Recreation Commission (SIPRC), Pender Island Parks and Recreation Commission (PIPRC) and Mayne Island Parks and Recreation Commission (MIPRC).

Proposed Bylaw No. 4667 provides a standard set of rules and regulations for community parks and trails in the SGIs. Without Bylaw No. 4667, each island within the SGIs, has individual and outdated regulatory bylaws or no regulatory bylaws at all for the regulation of community parks and trails.

Proposed Bylaw No. 4667 aims to repeal and replace Bylaw No. 1510, “Community Parks Regulations (Mayne Island) Bylaw No. 1, 1987”, and Bylaw No. 1578, “Community Parks Regulations (Pender Island) Bylaw No. 1, 1987”.

There are currently no existing regulatory bylaws in place for community parks on Galiano and Saturna Islands to enforce rules for parks and trails.

In May 2023, the PIPRC requested an amendment to Bylaw No. 1578 to provide more specific regulations permitting dogs in the community parks system. However, each of the community parks services in the SGIs has a need for updated regulations, and have similar needs associated with parks management. Rather than amend just the PIPRC bylaw, a broadened approach was pursued to modernize and standardize the regulation of community parks in the SGIs using one standard bylaw.

Proposed Bylaw No. 4667 is consistent with Bylaw No. 3795, “Community Parks Regulations (Juan de Fuca and Salt Spring Island Electoral Area) Bylaw No. 1, 2012”, and brings a modernized, consistent set of rules and regulations for community parks in the SGIs. It also gives the commissions the ability to tailor rules by signage to designate special uses such as dog parks

or cycling, on a case-by-case basis. For example, to address the specific PIPRC request, proposed Bylaw No. 4667 permits domestic animals, including dogs, in a controlled and safe manner in all parks, where the handler either keeps the animal on leash or keeps the animal under control, and gives the Commission the flexibility to prohibit dogs in some parks by signage or posted notice, or designate other parks specifically for this purpose. The proposed bylaw is consistent with Bylaw No. 1465, "Animal Regulation and Impounding Bylaw No. 1, 1986", but specifically applies to community parks in the SGIs.

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4667, "Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026" be introduced and read a first, second, and third time;
2. That Bylaw No. 4667 be adopted;
3. That Bylaw No. 4777, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 6, 2026", be introduced and read a first, second, and third time;
4. That Bylaw No. 4777 be adopted.
5. That Bylaw No. 4778, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 92, 2026", be introduced and read a first, second, and third time;
6. That Bylaw No. 4778 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
CRD Community Parks Services in the SGIs use a volunteer service model where administrative authority is delegated by bylaw to local community parks and recreation commissions on each island. This service model provides the CRD with locally controlled and cost-effective community parks services, delivered and operated on each island by the GIPRC, SIPRC, PIPRC, and MIPRC respectively. This bylaw will improve the management of community parks by providing the commissions with a single set of rules and aligned regulations to support economies of scale with enforcement, communications and signage, as well as enabling other benefits of a shared approach.

Introducing new regulations for all the community parks and trails on the SGIs, through a new bylaw, will require communications to inform and socialize the requirements with each island community. CRD staff will work with the commissions to ensure a communications plan is in place and new regulations are introduced with clarity and accuracy.

CRD Bylaw enforcement is a cost recovery service provided by the Housing, Planning and Protective Services Department to other CRD services such as Community Parks. Bylaw enforcement is a complaint-based service. There are existing bylaw officers on some of the islands to support enforcement of the bylaw, which can result in issuing fines for the violation of the regulations.

Bylaw Nos. 4777 (Appendix B, amending Bylaw No. 4683, "Bylaw Notice Enforcement Bylaw No. 1, 2025") and 4778 (Appendix C, amending Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990") enable the CRD to issue bylaw notices and municipal ticket fines for bylaw contraventions.

Because this new regulatory bylaw introduces fines as an enforcement tool for these communities, staff will implement a soft-launch approach that provides a grace period before ticketing begins on each island. Bylaw enforcement utilizes an "education first" approach and typically provides warnings and education prior to engaging in prosecutions.

Financial Implications
CRD Bylaw Services requires approximately $10,000 to support enforcement within SGIs community parks to be budgeted in 2027- 2031 budget and allocated among four community park services.

The proposed bylaw establishes the authority to charge fees for community park special use permits; however, staff are not recommending the implementation of permit fees in the SGI's at this time.

The bylaw provides flexibility for each commission to determine, through park signage, where activities and amenities such as cycling, barbecuing, and dog access are permitted or prohibited. Implementing this approach will require initial investment in signage, as well as ongoing maintenance and replacement costs. This would be added to future budgets, as required.

Legal Implications
Bylaw No. 4778 also corrects issues in Bylaw No. 1857, the ticket information bylaw, in order to ensure the schedule number for each list of bylaw offences matches the list item stating which persons can enforce that bylaw, to make it easier to administer. The majority of bylaws are drafted by staff and not Legal Services. Legal Services continues to encourage staff to attend bylaw drafting course and to follow the bylaw development processes, to avoid errors being discovered after publication and adoption.

CONCLUSION

Bylaw Nos. 4667, 4777, and 4778 provide a modern and standardized regulatory approach for the Galiano Island, Saturna Island, Pender Island, and Mayne Island Parks and Recreation Services within the Southern Gulf Islands Electoral Area. These bylaws are aligned with community parks regulations on Salt Spring Island and the Juan de Fuca Electoral Area. Using a single bylaw or set of rules across the Electoral Area will improve consistency of service delivery through aligned regulations for standardized requirements in community parks and trails.

RECOMMENDATION

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

1. That Bylaw No. 4667, "Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026" be introduced and read a first, second, and third time;
2. That Bylaw No. 4667 be adopted;
3. That Bylaw No. 4777, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 6, 2026", be introduced and read a first, second, and third time;
4. That Bylaw No. 4777 be adopted.

5. That Bylaw No. 4778, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 92, 2026", be introduced and read a first, second, and third time;
6. That Bylaw No. 4778 be adopted.

Submitted by:	Justine Starke, RPP, MCIP, Senior Manager, Southern Gulf Islands Administration
Concurrence:	Stephen Henderson, MBA, P.G.Dip.Eng, BSc, General Manager, Electoral Area Services
Concurrence:	Nelson Chan, CPA, CGA, Chief Financial Officer and General Manager of 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. 4667, "Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026"
Appendix B: Bylaw No. 4777, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 6, 2026"
Appendix C: Bylaw No. 4778, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 92, 2026"

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4667

****

A BYLAW TO REGULATE THE USE OF SOUTHERN GULF ISLANDS ELECTORAL AREAS COMMUNITY PARKS AND TRAILS

****

WHEREAS:

A. The Southern Gulf Islands Electoral Area has operated Community Parks Services under Letters Patent OIC 2796/1975 as amended, and as partially converted in Bylaw No. 4156, "Galiano Island Community Parks Services, Conversion Bylaw No. 1, 2017", Bylaw No. 4157, "Saturna Island Community Parks Services Conversion Bylaw No. 1, 2017", Bylaw No. 4158, "Pender Island Community Parks Services Conversion Bylaw No. 1, 2017", and Bylaw No. 4159, "Mayne Island Community Parks Services Conversion Bylaw No. 1, 2017";

B. Each Island has its own regulatory bylaw, or no regulatory bylaw, and the Capital Regional District wishes to adopt a single bylaw to regulate the use of community parks and trails within the Southern Gulf Islands Electoral Area;

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

1. DEFINITIONS

In this Bylaw, unless the context requires otherwise, the following definitions apply:

"**at large**" means an animal not under control;

"**animal**" means a mammal, reptile, amphibian, bird, fish or insect;

"**authorization**" means a written authorization for use of a community park;

"**barbecue and camp stoves**" means a portable apparatus with non-combustible legs and covered screen that utilizes gasoline, propane or briquettes for the purpose of providing heat for cooking;

"**Board**" means the Board of Directors of the Capital Regional District;

"**business**" means any trade, industry, employment, occupation, activity or special event carried on in a park for profit, gain, fund raising or commercial promotion, and includes an undertaking carried on in a park by a charitable organization, or by an organization or individual on a non-profit basis;

"**bylaw enforcement officer**" means a bylaw enforcement officer appointed by the Board.

“Caretaker” means a person having an agreement or contract with the CRD to provide on-site services in respect of one or more community parks;

“**Commission**” means the applicable Parks and Recreation Commission as appointed by the Board of the CRD for community park function purposes in that part of the Southern Gulf Islands Electoral Area, and where there is no Commission is appointed, it means the Community Parks Manager;

“**contaminants**” means any explosives, radioactive materials, asbestos materials, urea formaldehyde, chlorobiphenyls, hydrocarbon contaminates, underground tanks, pollutants, contaminants, hazards, corrosive or toxic substances, special waste or waste of any kind or any other substance the storage, manufacture, disposal, treatment, generation, use, transport, remediation or release into the environment of which is prohibited, controlled, regulated or licensed under environmental laws;

"CRD" means the Capital Regional District;

“**community park**” means any land dedicated as community park within the Southern Gulf Islands Electoral Area by bylaw or by a subdivision, reference or other plan; and land owned or acquired in fee simple, held under a lease or an interest in land held by the CRD by way of an easement, statutory right of way or license, and managed as a community park;

“Community Parks Manager” means a CRD employee designated by the CRD to manage community parks in the Southern Gulf Islands Electoral Area, by job description or appointment, as applicable;

“Culturally sensitive area” means any part of a park that is (a) a heritage site as defined in the *Heritage Conservation Act* whether designated or not; or (b) identified in a plan, map or bylaw as having historical or cultural significance to British Columbia or indigenous people.

"cycle" means a device having any number of wheels that is propelled by human power and on which a person may ride and includes a motor assisted cycle, but does not include a skateboard, roller skates, or in-line roller skates;

“**dangerous dog**” means any dog that:

(a) has killed or injured a person; or

(b) has killed or injured a domestic animal, while in a public place or while on private property, other than property owned or occupied by the person responsible for the dog;

(c) has been designated by a local government as a dangerous dog under the *Community Charter*; or

(d) a Park Officer or Peace Officer reasonably believes is likely to kill or seriously injure a person,

but does not include a dog performing law enforcement work.

“**domestic animal**” means any animal kept as livestock or pet;

“Electoral Area” means the Southern Gulf Islands Electoral Area;

“environmental laws” means any and all enactments of any federal, provincial, municipal or other governmental authority, now or hereafter in force with respect to contamination or pollution of the environment, or goods or substances that, if discharged into the environment, could cause material harm to the natural environment or its ecosystem.

“environmentally sensitive area” means an area or a park that hosts species at risk, rare ecosystems, and sensitive areas characterized by native flora, fauna, and soil conditions that are easily disturbed by human activities.

"**firearm**" means any gun using, as a propellant, compressed air, explosives or gas;

“footpath” means a way, thoroughfare, street, road, or sidewalk within a park that is set apart and improved by grading, gravelling, or other means for the use of pedestrians;

“**General Manager**” means the applicable General Manager of the Capital Regional District assigned responsibility for the Southern Gulf Islands Electoral Area;

“**Leash**” means a device, or use of a device, of sufficient strength and design to restrain the size and strength of the animal for which it is being used, that does not exceed 6 feet (1.3 meters) in length, where one end must remain securely affixed to a collar or harness securely attached to the animal with the other end held by the Owner of the animal;

“**licence**” means a written licence of use of a community park;

"**liquor**" means:

(a) fermented, spirituous and malt liquors;
(b) combinations of liquors; or
(c) drinks and drinkable liquids that are intoxicating,

and includes beer, or a substance that, by being dissolved or diluted is capable of being made a drinkable liquid that is intoxicating and that is declared to be liquor under the *Liquor Licensing and Control Act* (British Columbia);

“**motor assisted cycle**” means a motor assisted cycle that meets the requirements of the *Motor Assisted Cycle (E-Bike) Regulation*, B.C. Reg. 64/2024 made pursuant to the *Motor Vehicle Act* (British Columbia);

"**motor vehicle**" means a vehicle, not run on rails, that is designed to be self-propelled but does not include a motor assisted cycle;

“**natural park feature**” means a tree, shrub, herb, flower, grass, turf, or other plant or fungus and all soil, sand, silt, gravel, rock, mineral, wood, fallen timber, or other park resource in a regional park;

“**Park Officer**” means an employee or contractor of the CRD providing bylaw enforcement services to a community park service, designed by job description or appointment, and includes a peace officer and bylaw enforcement officer;

"**park use permit**" means a park use permit issued under this Bylaw;

"**Peace Officer**" has the same meaning as the *Criminal Code of Canada*, as amended or replaced, and in this bylaw includes a bylaw enforcement officer;

"**permit fee**" means the applicable special event or activity fee to carry out a special use event or activity, as permitted by a park use permit and prescribed in Bylaw No. 3623, "Capital Regional District Recreation Service and Facilities Fees and Charges No. 1, 2009";

"**picnic area**" means any area designated as a picnic area by the Community Parks Manager, applicable Commission, General Manager, or by sign;

"**posted notice**" means a written notice affixed to a notice board, sign post, or other fixed point by the CRD in a community park or set out in a brochure, map or CRD website relating to one or more community parks;

"**special use**" means any activity in a community park defined as a Special Event or Activity in Bylaw No. 3623 cited as, "Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009";

"**under control**" means:

a) when the animal is attached to a leash held by the person in care and control of the animal; or

b) when off leash:

i) The animal does not approach other users of a public space, of any species, without explicit permission;

ii) The animal returns immediately to the person in care and control of the animal when called and remains with that person until released, or stops immediately when told to and remains in place until released by that person;

iii) The animal is always within the handler's sight; and

iv) The animal does not chase or harass wildlife.

"**unhoused person**" means a person who has neither a fixed address nor a predictable safe residence to return to on a daily basis;

"**waste**" means garbage, trash, refuse, cans, bottles, papers, ashes, cuttings, or other waste of any kind that is not generated by an individual in connection with reasonable park use;

"**wildlife**" means animals prescribed as wildlife under the *Wildlife Act.*

2. ADMINISTRATION OF BYLAW AND ENFORCEMENT POWERS

(1) The General Manager is delegated authority to appoint Park Officers.

(2) Peace Officers and Park Officers are exempt from all provisions of this Bylaw when performing their duties.

(3) When a Park Officer or Peace Officer finds, on reasonable grounds, that a person in a community park is contravening this Bylaw, a park use permit, or any other CRD

enactment the officer may require that person to do one or more of the following:

(a) provide, immediately upon request, that person's correct name, address, and information about their destination, and proposed or actual activities in the community park;

(b) provide within a reasonable time identification verifying that person's correct name and address;

(c) if the person is or appears to be engaged in an activity that requires a licence, authorization or park use permit, produce a copy of the applicable current valid licence, authorization, or park use permit for the activity;

(d) stop contravening the Bylaw, the licence, authorization, park use permit, or other enactment immediately;

(e) leave the community park immediately; or

(f) not re-enter the community park for a period up to 72 hours or such other period directed by the Park Officer or Peace Officer.

(4) Anyone who fails to comply with a requirement of a Park Officer or Peace Officer under this Bylaw commits an offence under the *Offence Act.*

(5) A Park Officer or Peace Officer may, at any time, enter any area or facility in a community park to determine whether a person is in contravention of this Bylaw or a park use permit.

(6) Except where a park use permit, licence, or other valid written authorization from the CRD allows such storage, a Park Officer or Peace Officer may remove or order the removal of all equipment or material from a community park and the cost of such removal, up to and including disposal of the item, may be charged to either the owner or person who placed the equipment or material within the community park.

3. OFFENCES AND PENALTIES

(1) A person who contravenes any provision of this Bylaw commits an offence and is liable upon conviction to the penalties prescribed by the *Offence Act,* provided that the minimum penalty is not less than FIFTY ($50.00) DOLLARS for the first offence and for each subsequent offence to a minimum penalty of not less than ONE HUNDRED ($100.00) DOLLARS.

(2) The penalties imposed under subsection (3) hereof shall be in addition to and not in substitution for any other penalty or remedy imposed by Bylaw.

(3) A separate offence shall be deemed to be committed upon each day during and in which a contravention of this Bylaw occurs or continues.

(4) A Park Officer or Peace Officer may, if the officer has reason to believe that an offence has been committed against this Bylaw, complete and leave with the alleged offender, or at the address of the alleged offender with someone who appears to be 16 years of age

or greater, a ticket information pursuant to Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990", as may be amended or repealed and replaced from time to time, indicating a penalty equal to the amount stipulated for such an offence.

(5) Nothing in this Bylaw limits the Regional District from utilizing any other remedy that is otherwise available for the Regional District by law.

4. PUBLIC CONDUCT

(1) A person must not obstruct a Park Officer or Peace Officer who is performing their duties.

(2) No person shall do any act or suffer or permit any act or thing to be done in contravention of this Bylaw.

(3) Every person in a community park must obey all signs and posted notices in and relating to a community park.

(4) A person must not possess or consume liquor in a community park without legally required permits, including a valid park use permit allowing that activity.

(5) A person must not defecate or urinate in a community park, except in designated facilities.

(6) A person must not enter into or remain in a community park when a community park is closed, according to sign or posted notice.

(7) Subsection (6) does not apply to the following:

(a) a person who has a license or lease granted by the CRD for a park purpose;

(b) a person who works under a caretaker agreement or contract;

(c) a person who has a valid park use permit that allows entrance to the park;

(d) authorized CRD and emergency personnel; and

(e) a person or their house guests or contractors who must pass through the community park to reach their residence.

(8) A person must not make, cause, or permit to be made or caused, any noise or sound, including the playing of portable music devices such as, but not limited to musical instruments, portable speakers, radios, tape players, compact disc players, MP3 players, iPods or similar devices, in a community park that, in the opinion of a Park Officer or Peace Officer:

(a) disturbs, or is likely to disturb the peace, enjoyment, or comfort of persons in the vicinity; or

(b) disturbs or disrupts or is likely to disturb or disrupt wildlife in the community park.

(9) A person must not operate equipment, motor vehicles, or machinery in a community park

that, in the opinion of a Park Officer or Peace Officer:

(a) disturbs, or is likely to disturb the peace, enjoyment, or comfort of persons in the vicinity;

(b) disturbs or disrupts or is likely to disturb or disrupt wildlife in the community park; or

(c) is dangerous, or is likely to cause a dangerous situation, to lands, personal property, or persons within or near the park.

(10) A person must not interfere with the passage of any person or motor vehicle lawfully using a road or trail in a community park unless a valid park use permit allows that interference.

(11) A person must not act in a way that in the opinion of a Park Officer or Peace Officer disturbs or is likely to disturb the peace, enjoyment or comfort of persons in the vicinity. This includes behaviour which is disorderly, dangerous, or offensive, including but not limited to excessive and loud use of offensive language, drunkenness, nudity, and violent behaviour.

5. RESPONSIBILITY FOR ACTION OF MINORS

(1) A parent, guardian, or person in charge of a person 16 years of age or younger must not permit them to do anything that this Bylaw or other applicable enactments prohibit.

(2) If an offence is being committed by a person 16 years of age or younger, the parent, guardian or person in charge of the person 16 years of age or younger must take any control measures the Park Officer considers necessary to prevent or stop the contravention of this Bylaw.

6. CAMPING

(1) Unless a person has the written authorization of the Community Parks Manager or a valid park use permit allowing the activity, no person shall remain overnight or camp in a community park.

(2) Subsection (1) does not apply to an unhoused person, where the person erects a temporary shelter in the community park only between the hours of 7:00 p.m. and 7:00 a.m. and removes the temporary shelter from the park between 7:00 a.m. and 7:00 p.m.

(3) Despite subsection (2), an unhoused person must not erect a temporary shelter in, on, or within 10 metres of a playground, sports field, foot path, trail, a road within a park, environmentally sensitive area, culturally sensitive area, or any area within a park that has been designated for an event or activity under a valid and subsisting park use permit issued under the authority of this Bylaw.

(4) Nothing in this section will permit any person to violate any other section of this Bylaw at any time.

7. PRESERVATION OF NATURAL FEATURES, WILDLIFE, AND PARK FEATURES

(1) Unless they have the CRD's written authorization or a valid park use permit allowing the activity, persons must not do any of the following in a community park:

(a) cut, trim, dig up, excavate, deface, remove, damage, or in any way injure any natural park feature;

(b) build or otherwise create or alter any trails;

(c) remove, damage, or deface any building, structure, fence, bench, sign, posted notice, road, trail, facility, equipment, material, or thing that belongs to the CRD;

(d) build, place, or install any permanent or temporary structures or facilities;

(e) climb, walk, or sit upon any wall, fence, gate, sign, ornament or similar structure, or cross, travel or use any grass plot or land in any park where signs have been posted forbidding any such use;

(f) bring in and leave any dead or living plant material, any dead or living animal or release any animal;

(g) molest, disturb, frighten, injure, kill, catch, or trap any wildlife except for fishing done in accordance with all enactments;

(h) feed any wildlife or deposit any substance that wildlife may eat except as permitted in section 7(3) or;

(i) introduce any contaminant into any part of a community park including, without limitation, any body of water, water system, or watercourse.

(2) Subsection (1)(f) does not apply to a domestic animal brought into a community park where section 8 is complied with.

(3) A person must not deposit any on-site refuse anywhere in a community park except in waste receptacles provide by the CRD.

(4) A person must not:

(a) dispose of any domestic, commercial, or industrial waste in a community park;

(b) deposit any material into waste receptacles provided by the CRD for on-site refuse other than waste reasonably generated by that person during their time in the community park.

(5) A person must not light or keep lit any fire, stove, barbecue, or other flame producing cooking device in a community park except:

(a) in facilities that the CRD provides for fires or flame-producing cooking devices;

(b) in areas designated by signs or a posted notice; or

(c) if and where permitted by a valid park use permit.

(6) A person must not leave unattended a fire, camp stove, barbecue or other flame producing cooking device of any kind while it is lit or turned on.

(7) A person must not deposit on the ground in a community park any lighted match, cigar, cigarette, or other burning substance except as permitted in section 7(6).

(8) A person must not smoke in community park areas, facilities or trails contrary to a sign or posted notice that prohibits smoking.

(9) A person must not cut down, prune, or remove any tree or any part of a tree in a community park without the written authorization of the CRD and then only in strict accordance with that authorization.

(10) A person must not ride a cycle in a community park or on a trail unless permitted by a sign or posted notice, or where that community park or trail is identified in Schedule "B".

8. ANIMALS IN COMMUNITY PARKS

(1) A person with care and control of a domestic animal in a community park must:

(a) have the animal under control at all times, and keep the animal on leash in areas noted by sign or posted notice;

(b) carry at least one leash, of sufficient strength and design to restrain the size and strength of the animal for which it is being used, and one collar or one harness for each animal at all times; and

(c) leash dogs immediately when approaching horses.

(2) A person with care and control of a domestic animal in a community park must not allow it to:

(a) damage any park property or vegetation;

(b) enter any area where that animal is prohibited, as indicated by a sign or posted notice;

(c) injure, disturb, or molest any person, domestic animal, or wildlife;

(d) be left or abandoned; or

(e) graze or roam at large.

(3) A person with care and control of a dangerous dog must not permit the dangerous dog to enter a community park.

(4) A person with care and control of a dog or other domestic animal in a community park must immediately remove any faeces deposited by that dog or domestic animal.

(5) Subsection (4) does not apply to a person who is legally visually impaired.

(6) A Park Officer or Peace Officer may require the person with care and control of a domestic animal in a community park, to remove it from that community park if, in the opinion of a Park Officer or Peace Officer, the domestic animal is:

(a) a dangerous dog;

(b) potentially dangerous;

(c) disruptive to other park users or persons in the vicinity of the community park; or

(d) by its actions, demeanour, or lack of control by the owner or person in care and control of the animal, causing alarm or concern to other park users, including without limitation, children under the age of twelve, elderly or disabled persons.

(7) A Park Officer or Peace Officer may restrain and detain any lost animal located in a community park and bring that animal to a shelter, pound, or other appropriate facility.

9. FIREARMS

(1) A person must not possess or discharge any firearm, fireworks, slingshot, bow and arrow, crossbow, or any other type of projectile weapon in a community park.

10. MOTOR VEHICLES

(1) A person must not operate, or permit to be operated, a motor vehicle in a community park except on a public highway or designated parking lot.

(2) A person must not operate a motor vehicle in a community park unless that person and the motor vehicle are validly licensed and registered and conform to all applicable enactments.

(3) A person must not park a motor vehicle in a community park except:

(a) in areas designated for parking;

(b) at times during which parking is permitted;

(c) for purposes associated with visiting the community park in which the motor vehicle is parked; and

(d) while the person is within the community park in which the motor vehicle is parked.

(4) A motor vehicle:

(a) parked in areas prohibited by a sign or posted notice; or

(b) left unattended after the closing hours of the community park,

may be towed away at the expense of the owner.

(5) A person must not park a motor vehicle in an area, lot, or stall in a community park designated as handicapped parking, or service or emergency vehicle parking, except in accordance with a valid park use permit or a valid handicapped parking permit, or unless the vehicle being parked is a CRD vehicle or an emergency vehicle.

(6) Without limiting the generality of any other provision of this Bylaw, a Park Officer or Peace Officer may ticket or order the towing away of any motor vehicles in violation of this Bylaw.

(7) For public safety or convenience or to accommodate a special use or for purposes related to environmental protection or remediation, the CRD may close any park road, trail, or other area in a community park to public use.

11. COMMERCIAL SERVICES ACTIVITIES OR DEMONSTRATIONS

(1) Unless a person has the written authorization of the Community Parks Manager or General Manager or a valid park use permit allowing the activity, a person must not:

(a) sell, barter, donate, trade, busk or display for sale any goods, services, or materials, including food and refreshments in a community park;

(b) conduct any business or commercial activity, whether paid for in advance of, during, or after the activity;

(c) encourage any person to use a community park for any activity related to a business or commercial enterprise, whether or not the business or commercial aspect of the activity is carried out within the community park;

(d) install, post, deliver, paint, publish, broadcast or distribute any notice, advertisement, sign, placard, or handbill of any kind in a community park.

(2) Subsection (1)(d) does not apply to:

(a) reasonable expressions of opinions on political, social or other matters provided that the notices, signs, placards or handbills:

(i) do not exceed 1 square metre in size and are removed prior to sunset;

(ii) are not displayed in the park on more than two days in each month; and

(iii) are not repetitions of the content of opinions expressed by the same person with the previous month.

12. PLAYGROUNDS AND COURTS

(1) A person shall not play at any games on any tennis court or sport court in any park unless in accordance with any sign, instructions and rules that may be posted or prescribed by the CRD from time to time;

(2) A person shall not damage or destroy any property, court, green, grounds or lawn in any

park, or in any way interfere with or obstruct the free use thereof by those lawfully entitled to the use of same.

13. PARK USE PERMITS AND WRITTEN AUTHORIZATIONS

(1) A person must not carry out, hold or participate in a special use or do anything that requires a park use permit under this Bylaw unless:

(a) a park use permit has been issued for the special use; and

(b) the permit holder carries the park use permit during the event for which the permit has been issued and produces the permit for inspection upon request by a Park Officer or Peace Officer.

(2) The CRD may issue a park use permit for a special use that requires a park use permit under this Bylaw.

(3) The person obtaining a park use permit must pay a fee, if any, established under Bylaw No. 3623, "Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009".

(4) The CRD may amend, suspend, or revoke any park use permit or any written authorization:

(a) for any violation of the terms and conditions of the park use permit or written authorization;

(b) where the applicant for the permit or written authorization made a material misrepresentation; or

(c) where the park use permit or written authorization holder or a person participating in the use contravenes a provision of this Bylaw or other law, as determined by the CRD or a Park Officer or Peace Officer, acting reasonably.

(5) The CRD is not obligated to issue any park use permit or written authorization and, without in any way limiting the generality of the foregoing, may refuse to issue a park use permit or written authorization to any person who has, in the opinion of the Community Parks Manager or General Manager, acting reasonably, contravened any previous park use permit or contravened this Bylaw or any other bylaw or enactment related to the use of a community park.

(6) The permit holder is solely responsible for the conduct of the special use event, activity, or thing the park use permit or written authorization authorizes.

(7) Neither the CRD nor any of its elected or appointed officers, employees, servants, agents, contractors, licensees or representatives accepts or assumes any responsibility or liability for any claims, demands, proceedings, actions, suits, costs, expenses, fines, losses or damages in respect to death, injury, loss or damage to persons or property, however caused, arising out of or in connection with the issuance of a park use permit, written authorization, or a special use event, activity or thing for which a park use permit or written authorization has been issued.

(8) In the issuance of a park use permit or written authorization, the CRD may impose one or more of the following conditions:

(a) requiring that the holder provide security in an amount and form acceptable to the Community Parks Manager or General Manager to cover estimated clean-up costs following the event, activity or thing;

(b) requiring public liability insurance in an amount and form acceptable to CRD Risk Management;

(c) requiring the holder to indemnify and hold harmless the Capital Regional District and other persons designated by the CRD from time to time in relation to costs, expenses, damages, losses, or third-party claims occasioned from or in any way arising or attributed to the permit or the actions contemplated or performed relating to it;

(d) limiting the event, activity or thing to one or more specified community parks;

(e) limiting the event, activity or thing to one or more specified areas, locations or facilities within a community park;

(f) limiting the duration of the permit or written authorization;

(g) limiting the number of participants (including staff and volunteers);

(h) requiring that the holder provide traffic control for the event, activity or thing;

(i) requiring that the holder remove all waste following the event, activity or thing;

(j) requiring the permit holder to provide specific facilities as services, including, without limitation, portable toilets, additional garbage cans and recycling bins or receptacles;

(k) limiting the type or nature of merchandise, items or services that may be made available for sale or consumption during the event, activity or thing;

(l) providing a copy of a research report prepared by the holder;

(m) requiring specific signage; and

(n) requiring that the holder comply with Vancouver Island Health Authority guidelines regarding food concessions.

(9) A person must not breach a condition of a park use permit or written authorization.

15. FEES

(1) The Regional Board may from time to time establish fees and charges for services or issuing a park use permit, by bylaw.

16. SEVERABILITY

(1) If a section, subsection, clause or phrase of this Bylaw is for any reason held to be invalid by the decision of a Court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of the Bylaw.

17. REPEAL

(1) Bylaw No. 1578, "Community Parks Regulations (Pender Island), No. 1, 1987", is hereby repealed.

(2) Bylaw No. 1510, "Community Parks Regulations (Mayne Island) By-law No.1, 1987", is hereby repealed.

18. CITATION

This Bylaw may be cited as "Community Parks Regulations (Southern Gulf Islands) 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

SCHEDULE "A"
Southern Gulf Islands Community Parks
List of Services, Community Parks, Park Reserves, Trails and Corridors

Southern Gulf Island Electoral Area Services

Bylaw No. 4157	Saturna Island Community Parks Services Conversion Bylaw No. 1, 2017
Bylaw No. 4154	Saturna Island Community Recreation Services Conversion Bylaw No. 1, 2017
Bylaw No. 4152	Galiano Island Community Recreation Services, Conversion Bylaw No. 1, 2017
Bylaw No. 4153	Mayne Island Community Recreation Services Conversion Bylaw No. 1, 2017
Bylaw No. 4159	Mayne Island Community Parks Services Conversion Bylaw No. 1, 2017
Bylaw No. 4153	Saturna Island Community Recreation Services Conversion Bylaw No. 1, 2017
Bylaw No. 4155	Pender Island Community Recreation Services Conversion Bylaw No. 1, 2017
Bylaw No. 4156	Galiano Island Community Parks Services, Conversion Bylaw No. 1, 2017
Bylaw No. 4158	Pender Island Community Parks Services Conversion Bylaw No. 1, 2017
Supplementary Letters Patent OIC 2769/1975	Supplemental Letters Patent which grant the function of community parks in electoral areas to the CRD and continue to apply to those Southern Gulf islands without establishing bylaws.

Parkland

All areas owned, dedicated, operated, licensed, managed, or leased as community park within the Southern Gulf Islands Electoral Area.

SCHEDULE "B"
Southern Gulf Islands Community Parks
Trails and Parks Designated for Cycle Use

None listed.

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4777

****

A BYLAW TO AMEND THE BYLAW NOTICE ENFORCEMENT BYLAW NO. 1, 2025 (BYLAW NO. 4683)

****

WHEREAS:

A. Under Bylaw No. 4667, "Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026", the Regional Board created a single regulatory bylaw for all community parks within the Southern Gulf Islands Electoral Area; and

B. The Board wishes to amend Bylaw No. 4683, "Bylaw Notice Enforcement Bylaw No. 1, 2025", to ensure bylaw notice powers can be applied throughout the Southern Gulf Islands Community Parks Services;

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) In Appendix 1, by replacing item 38 in its entirety with the following:

38. Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026	Park Officer Peace Officer Members of the R.C.M.P. Members of Municipal Police Forces Animal Control Officer Bylaw Enforcement Officer Fire Chief

   (b) By replacing Appendix 38 in its entirety with the Appendix "A" attached to this bylaw.

2. This bylaw may be cited for all purposes as "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 6, 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 A

APPENDIX 38 TO BYLAW NO. 4683

(4777)

COMMUNITY PARKS REGULATIONS (SOUTHERN GULF ISLANDS) BYLAW NO, 1, 2026

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT	EARLY PAYMENT (if paid within 14 days)	LATE PAYMENT (paid after 28 days)	COMPLIANCE AGREEMENT AVAILABLE
Obstruction of Park or Peace Officer	4(1)	$500.00	$400.00	$500.00	No
Failure to Obey Sign or Posted Notice	4(3)	$200.00	$160.00	$240.00	No
Consumption of Alcohol	4(4)	$200.00	$160.00	$240.00	No
Urinate or Defecate in Public	4(5)	$150.00	$120.00	$180.00	No
In park when closed	4(6)	$200.00	$160.00	$240.00	No
Undue Noise – Cause or permit	4(8)	$200.00	$160.00	$240.00	No
Undue Noise – Machinery	4(9)	$200.00	$160.00	$240.00	No
Block road or trail	4(10)	$200.00	$160.00	$240.00	No
Disorderly or Dangerous Conduct	4(11)	$200.00	$160.00	$240.00	No
Failure to supervisor minor	5(2)	$200.00	$160.00	$240.00	No
Illegal Camping	6(1)	$200.00	$160.00	$240.00	No
Destroying or Damaging Park Features or Property	7(1)	$300.00	$240.00	$360.00	No
Littering	7(3)	$100.00	$80.00	$120.00	No
Dumping	7(4)	$300.00	$240.00	$360.00	No
Illegal Fire	7(5)	$500.00	$400.00	$500.00	No
Unattended Fire or Camp Stove	7(6)	$200.00	$160.00	$240.00	No
Deposit Burning Substance	7(7)	$500.00	$400.00	$500.00	No
Smoking	7(8)	$100.00	$80.00	$120.00	No
Cut or Remove Tree	7(9)	$200.00	$160.00	$240.00	No
Illegal Cycling	7(10)	$200.00	$160.00	$240.00	No

APPENDIX A

APPENDIX 38 TO BYLAW NO. 4683

(4777)

COMMUNITY PARKS REGULATIONS (SOUTHERN GULF ISLANDS) BYLAW NO, 1, 2026

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT	EARLY PAYMENT (if paid within 14 days)	LATE PAYMENT (paid after 28 days)	COMPLIANCE AGREEMENT AVAILABLE
Domestic Animal Not Under Control	8(1)(a)	$200.00	$160.00	$240.00	No
No leash	8(1)(b)	$50.00	$40.00	$60.00	No
Animal destruction of property	8(2)	$200.00	$160.00	$240.00	No
Animal where not permitted	8(2)(b)	$200.00	$160.00	$240.00	No
Dangerous dog in park	8(3)	$200.00	$160.00	$240.00	No
Animal Faeces Not Removed	8(4)	$100.00	$80.00	$120.00	No
Possess or Discharge Firearm, Weapon	9(1)	$200.00	$160.00	$240.00	No
Vehicle Off Road	10(1)	$200.00	$160.00	$240.00	No
Unlicensed vehicle	10(2)	$200.00	$160.00	$240.00	No
Illegal Parking	10(3)	$50.00	$40.00	$60.00	No
Commercial Activity Without Permit	11(1)	$400.00	$320.00	$480.00	No
Use of Court or Field Improperly	12(1)	$50.00	$40.00	$60.00	No
Interference in Lawful Use of Property	12(2)	$200.00	$160.00	$240.00	No
Special Use Event Without A Permit	14(1)	$200.00	$160.00	$240.00	No
Failure to Comply with Terms of a Permit	14(9)	$200.00	$160.00	$240.00	No

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4778

****

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

****

WHEREAS:

A. Under Bylaw No. 4667, "Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026", the Regional Board created a single regulatory bylaw for all community parks within the Southern Gulf Islands Electoral Area; and

B. The Board wishes to amend Bylaw No. 1857, "Capital Regional District Ticket Authorization Bylaw, 1990", to ensure municipal ticket powers can be applied throughout the Southern Gulf Islands Community Parks Services, as well as to make minor amendments to clarify an unclear prior amendment;

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

1. Bylaw No. 1857, "Capital Regional District Ticket Authorization Bylaw, 1990" is hereby amended as follows:

    (a) In Schedule 1, by re-numbering the list items, advancing each list item's value by 1, with the first list item now starting at 2. For clarity, this is to ensure the list item entries align with the schedule number containing ticket offences associated with the bylaw listed in each Schedule 1 list item;

    (b) In Schedule 1, in item 34 [*Onsite Sewage System Maintenance Bylaw, 2007*] removing the references to "Fire Inspector", and inserting into item 33 [*Fire Regulation Bylaw No. 2, 2022*] the words "Fire Inspector" after "Fire Chief";

    (c) In Schedule 1, by replacing item 38 in its entirety with the following:

38. Community Parks Regulations (Southern Gulf Islands) Bylaw No. 1, 2026	Park Officer Peace Officer Members of the R.C.M.P. Members of Municipal Police Forces Animal Control Officer Bylaw Enforcement Officer Fire Chief

    (d) By replacing Schedule 38 in its entirety with the Appendix "A" attached to this bylaw.

2. This bylaw may be cited for all purposes as “Capital Regional District Ticket Authorization Bylaw, 1990, Amendment Bylaw No. 92, 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 A

SCHEDULE 38 TO BYLAW NO. 1857

(4778)

COMMUNITY PARKS REGULATIONS (SOUTHERN GULF ISLANDS) BYLAW NO, 1, 2026

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT
Obstruction of Park or Peace Officer	4(1)	$500.00
Failure to Obey Sign or Posted Notice	4(3)	$200.00
Consumption of Alcohol	4(4)	$200.00
Urinate or Defecate in Public	4(5)	$150.00
In park when closed	4(6)	$200.00
Undue Noise – Cause or permit	4(8)	$200.00
Undue Noise – Machinery	4(9)	$200.00
Block road or trail	4(10)	$200.00
Disorderly or Dangerous Conduct	4(11)	$200.00
Failure to supervisor minor	5(2)	$200.00
Illegal Camping	6(1)	$200.00
Destroying or Damaging Park Features or Property	7(1)	$300.00
Littering	7(3)	$100.00
Dumping	7(4)	$300.00
Illegal Fire	7(5)	$500.00
Unattended Fire or Camp Stove	7(6)	$200.00
Deposit Burning Substance	7(7)	$500.00
Smoking	7(8)	$100.00
Cut or Remove Tree	7(9)	$200.00
Illegal Cycling	7(10)	$200.00
Domestic Animal Not Under Control	8(1)(a)	$200.00
No leash	8(1)(b)	$50.00
Animal destruction of property	8(2)	$200.00
Animal where not permitted	8(2)(b)	$200.00
Dangerous dog in park	8(3)	$200.00
Animal Faeces Not Removed	8(4)	$100.00
Possess or Discharge Firearm, Weapon	9(1)	$200.00
Vehicle Off Road	10(1)	$200.00
Unlicensed vehicle	10(2)	$200.00

APPENDIX A

SCHEDULE 38 TO BYLAW NO. 1857

(4778)

COMMUNITY PARKS REGULATIONS (SOUTHERN GULF ISLANDS) BYLAW NO. 1, 2026

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT
Illegal Parking	10(3)	$50.00
Commercial Activity Without Permit	11(1)	$400.00
Use of Court or Field Improperly	12(1)	$50.00
Interference in Lawful Use of Property	12(2)	$200.00
Special Use Event Without A Permit	14(1)	$200.00
Failure to Comply with Terms of a Permit	14(9)	$200.00

Making a difference...together

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 07, 2026

SUBJECT **Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026", Bylaw No. 4814, "Livestock Injury and Compensation Bylaw No. 1, 2026", and Related Regulatory Amendments**

ISSUE SUMMARY

Staff have prepared Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026" (Appendix A), to repeal Bylaw No. 1465, "Animal Impoundment and Regulation Bylaw No. 1, 1986", and establish an updated regulatory framework for animal control services in the participating electoral areas of the Capital Regional District (CRD). This report also proposes adoption of Bylaw No. 4814, "Livestock Injury and Compensation Bylaw No. 1, 2026" (Appendix B), and related amendments to the Ticket Information Authorization Bylaw (Bylaw No. 4682) (Appendix C) and Bylaw Notice Enforcement Bylaw (Bylaw No. 4740) (Appendix D).

BACKGROUND

The CRD's Animal Control Service is provided within the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas. Animal control activities are currently regulated under Bylaw No. 1465, which was adopted in 1986 and, while amended over time, its regulatory framework no longer fully reflects current animal control practices, community expectations, or the legislative framework under which the CRD now delivers the service.

Staff have undertaken a review of the existing regulatory framework and are proposing a new bylaw to replace Bylaw No. 1465. The proposed Bylaw No. 4681 will update provisions related to animal ownership and care, dog licensing and control, aggressive and dangerous dogs, kennels, impoundment, and enforcement.

The proposed bylaw also incorporates regulatory approaches that are consistent with those used by several municipalities within the CRD, supporting greater consistency in animal control standards and expectations across the region while recognizing the unique characteristics of the electoral areas. Key changes include:

Aggressive and Dangerous Dogs

The proposed bylaw establishes an 'Aggressive Dog' designation, creating an intermediate regulatory category between ordinary dogs and Dangerous Dogs. Under the current bylaw, enforcement options are generally limited to licensing, impoundment or Dangerous Dog requirements. The new Aggressive Dog category allows intervention in situations involving threatening behaviour or minor injuries before behaviour escalates to the threshold for a Dangerous Dog designation.

The proposed bylaw also expands the requirements applicable to Dangerous Dogs, including identification, notification, confinement, signage, licensing, and control requirements. The bylaw incorporates the dangerous dog powers available through the *Local Government Act* as applied to regional districts through the *Community Charter*, providing additional enforcement tools where public safety concerns exist.

Responsible Animal Ownership and Welfare

The proposed bylaw modernizes standards relating to animal ownership and care by establishing updated requirements related to animal identification, animal waste removal, tethering, confinement, transportation, shelter, and veterinary care. These provisions are intended to promote responsible ownership practices and provide clearer standards for compliance and enforcement.

Noise and Farm Animals

The proposed bylaw replaces the existing nuisance provisions with a defined "Noisy Animal" framework intended to provide a clearer basis for enforcement. The bylaw also recognizes lawful agricultural activities by exempting farm operations conducted in accordance with normal farm practices on Agricultural Land Reserve lands, consistent with provincial legislation and land with permitted uses.

Licensing and Fees

The proposed bylaw updates the dog licensing provisions and associated fees pertaining to the changes in the bylaw, which reflects current administrative and operational costs. Bylaw No. 4681 includes revised kennel licence fees and licensing provisions for Aggressive Dogs and Dangerous Dogs. Bylaw No. 4814 updates impoundment, maintenance and care fees for Dogs and Cats, which reflects the rising cost for impoundment and caring for animals at the Animal Shelter.

Enforcement and Impoundment

The proposed bylaw expands the authority of Animal Control Officers in relation to seizure, impoundment, inspections, and enforcement. The bylaw also updates impoundment procedures, increases the minimum holding period from 72 hours to 96 hours, and modernizes provisions governing animal shelters and animal care during impoundment, and aligns with standard practice.

Provisions Removed

Several provisions of Bylaw No. 1465 are not carried forward into proposed Bylaw No. 4681. These include the livestock compensation program and associated compensation claim forms, the notice of impoundment schedule, and the schedule identifying specific beach prohibitions.

The livestock injury and compensation provisions are being addressed separately through Bylaw No. 4814, “Livestock Injury and Compensation Bylaw No. 1, 2026” (Appendix B), in connection with the livestock injury and compensation services established in 2021.

The beach prohibitions are not carried forward into Bylaw No. 4681 where they are already addressed through applicable community parks bylaws or other regulatory instruments. The notice of impoundment schedule is also not carried forward to reflect current operational practices.

Enforcement and Penalties

The proposed bylaw updates offence provisions and establishes a broader range of enforceable requirements respecting animal ownership, animal welfare, licensing, aggressive dogs, dangerous dogs, and public safety. To support implementation of the proposed bylaw, consequential amendments to the CRD’s Ticket Information Authorization Bylaw (Appendix C) and Bylaw Notice Enforcement Bylaw (Appendix D) are also proposed.

The amendments will update offence descriptions and penalty amounts to reflect the provisions of the proposed bylaw and provide Animal Control Officers with appropriate enforcement tools. The revised penalties are intended to encourage compliance, promote responsible animal ownership, and better reflect the seriousness of offences involving public safety, including incidents involving dog bites, aggressive dogs, and dangerous dogs.

The proposed penalties are consistent with contemporary animal control enforcement practices and recognize the increased costs and community impacts associated with serious animal control violations.

Staff Responses to Motion with Notice from the Salt Spring Island Local Community Commission and approved by the CRD Board at the April 8, 2026, meeting

1. *That as part of the bylaw review process already underway, staff report on the rationale for including animal noise in both Bylaw 1465 and 3384, and the process and implications for exempting Salt Spring Island from Section 26 of Bylaw 1465.*

   Response:

   The current Bylaw No. 1465 addresses excessive animal noise specifically, while Bylaw No. 3384, "*Noise Suppression Bylaw (Salt Spring Island) No. 1, 1992",*) regulates noise more broadly. The bylaws serve related but distinct purposes and retaining both provides enforcement flexibility. The proposed bylaw (4681) addresses animal noise in sections 28, 29 and 30.

   Exempting Salt Spring Island would require amending Bylaw No. 4681 to provide that sections 28, 29 and 30 do not apply to Salt Spring Island. Such an exemption would result in a different regulatory approach from the other participating electoral areas and would remove the CRD's animal-specific noise provisions from Salt Spring Island. Consequently, the CRD would no longer have animal-specific noise regulations applicable to Salt Spring Island. This could result in an increase in civil action between neighbours for nuisance, rather than resolving issues through a local government bylaw.

   Maintaining consistent animal noise provisions across the participating electoral areas provides a clear and uniform regulatory framework for residents, enforcement staff, and animal owners. Creating an exemption for one electoral area would result in differing regulatory standards within the same Animal Control Service.

2. *That staff clarify and revise as required exemptions in the bylaws and their legal basis, particularly regarding agriculture taking into account provincial legislation, in Bylaw 1465 and 3384.*

   Response:

   Staff have reviewed the proposed exemptions in relation to applicable provincial legislation. Where provincial legislation limits or supersedes the CRD's regulatory authority, the bylaws should provide an appropriate and narrowly tailored exemption to ensure consistency with provincial requirements. Where no such provincial restriction applies, the CRD should retain its authority to regulate animal control and animal-related noise within the service area.

   Bylaw No. 4681 recognizes lawful agricultural activities and applicable provincial legislation through sections 28 and 29, while maintaining the CRD's ability to address animal-related impacts where provincial protections do not apply. This approach avoids creating broader exemptions than are legally required and preserves the intended regulatory purpose of the bylaw.

3. *That staff report on the implications of including a formal mediation process as part of the new CRD bylaw adjudication process.*

   Response:

   The adjudication process under the *Local Government Bylaw Notice Enforcement Act* does not include mediation. The adjudication process is established under provincial law, and local governments have limited discretion over its structure.

   Where appropriate, CRD Bylaw Officers seek to gain voluntary compliance and try to work through issues with complainants to seek mutually acceptable resolutions prior to proceeding with enforcement and issuance of a bylaw notice. Once a notice is disputed, the process follows the statutory framework.

   Bylaw adjudication is a statutory enforcement process. Once a bylaw notice has been issued and disputed, the matter proceeds to an independent adjudicator, appointed by the Province, who reviews the evidence and determines whether the bylaw has been contravened. The adjudicator's role is to make a decision based on the applicable bylaw and the evidence presented. It is not a negotiation process.

ALTERNATIVES

Alternative 1

The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026" be introduced and read a first, second, and third time;
2. That Bylaw No. 4681 be adopted;
3. That Bylaw No. 4814, "Livestock Injury Compensation Bylaw No. 1, 2026" be introduced and read a first, second, and third time;
4. That Bylaw No. 4814 be adopted;
5. That Bylaw No. 4682, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 86, 2026" be introduced and read a first, second, and third time;
6. That Bylaw No. 4682 be adopted;
7. That Bylaw No. 4740, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 1, 2026", be introduced and read a first, second, and third time;
8. That Bylaw No. 4740 be adopted.

Alternative 2

That the proposed bylaws be referred back to staff for further information based on Electoral Areas Committee direction.

IMPLICATIONS

Financial Implications

Bylaw No. 4681 updates impoundment, maintenance and sustenance fees to better reflect the actual costs associated with the recovery, transportation, sheltering, feeding, cleaning and care of impounded animals. The proposed fees are intended to recover a portion of the costs associated with delivery of animal control services and are not expected to fully recover all operational expenses.

Proposed amendments to the CRD Ticket Information Authorization Bylaw, 1990 (Bylaw No. 4682) and Bylaw Notice Enforcement Bylaw No. 1, 2025 (Bylaw No. 4740) update offence descriptions and penalty amounts to align with the proposed bylaw. The revised penalty structure is intended to encourage compliance and better reflect the seriousness of offences related to public safety, animal welfare, aggressive dogs and dangerous dogs. Any revenue generated through enforcement activities is expected to be incidental.

No additional staffing resources or capital expenditures are anticipated as a direct result of adoption of the proposed bylaws. Administration and enforcement of the bylaw will continue to be managed through the existing animal control service and annual budget process.

CONCLUSION

Adoption of Bylaw No. 4681 will repeal Bylaw No. 1465. Together with the related amendments to the Ticket Information Authorization Bylaw and Bylaw Notice Enforcement Bylaw, the new regulatory framework will support sustainable animal control services and public safety within the participating electoral areas. In addition, livestock injury and compensation provisions are being addressed separately through Bylaw No. 4814.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026" be introduced and read a first, second, and third time;
2. That Bylaw No. 4681 be adopted;
3. That Bylaw No. 4814, "Livestock Injury Compensation Bylaw No. 1, 2026" be introduced and read a first, second, and third time;
4. That Bylaw No. 4814 be adopted;
5. That Bylaw No. 4682, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 86, 2026" be introduced and read a first, second, and third time;
6. That Bylaw No. 4682 be adopted;
7. That Bylaw No. 4740, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 1, 2026", be introduced and read a first, second, and third time;
8. That Bylaw No. 4740 be adopted.

Submitted by:	Corey Anderson, Acting Senior Manager, Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Housing, Planning and Protective 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: Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026"
Appendix B: Bylaw No. 4814, "Livestock Injury and Compensation Bylaw No. 1, 2026"
Appendix C: Bylaw No. 4682, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 86, 2026"
Appendix D: Bylaw No. 4740, "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment Bylaw No. 1, 2026"

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4681

****

A BYLAW TO ESTABLISH PROVISIONS FOR ANIMAL CONTROL, LICENCING, DUTIES OF ANIMAL OWNERS, PENALTIES, AND ENFORCEMENT WITHIN THE CAPITAL REGIONAL DISTRICT

****

WHEREAS:

A. It is deemed expedient to regulate the keeping of animals within the Capital Regional District and to provide for the fixing, imposing and collecting of licence fees from the issuance of licences to any person who owns, possesses or harbours any dog;

B. The Board of the Capital Regional District has the authority under the Part 9, Division 5 of the *Local Government Act,* and *Capital Regional District Regulation,* BC Reg 65/90, to regulate animals, including establishing classes of animals, imposing requirements, seizing animals when necessary, and addressing dangerous dogs;

C. The Board of the Capital Regional District continued an animal control service for the Service Area under Bylaw No. 4416, "Animal Control Service Establishing Bylaw, 2021"; and

D. The Board deems it necessary to update and modernize its regulations regarding animal responsibility and control to reflect current standards, enhance public safety, promote animal welfare, and ensure consistency with provincial legislation;

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

Title

1. This Bylaw may be cited as the "Animal Control and Responsibility Bylaw No. 1, 2026".

Repeal

2. Bylaw No. 1465, "Animal Regulation and Impounding By-law No. 1, 1986", is hereby repealed.

Definitions

3. In this bylaw, unless the context otherwise requires, the following words have the following meanings:

"**Aggressive Behaviour**" means behaviour by a Dog that unduly intimidates or threatens to harm a Person or Domestic Animal and includes, but is not limited to, snarling, growling, lunging at, or pursuing a Person or Domestic Animal;

"**Aggressive Dog**" means a Dog that has been designated as an Aggressive Dog by an Animal Control Officer in accordance with this bylaw;

"**Aggressive Dog Licence**" means a licence issued to the Owner of an Aggressive Dog in accordance with this bylaw;

"**Agricultural Land Reserve**" has the same meaning as under the *Agricultural Land Commission Act*, SBC 2002, c 36, as amended or replaced from time to time;

"**Animal**" means any member of the animal kingdom, other than a human being, that is domesticated, is intended to be domesticated, kept as a pet, or as part of a commercial undertaking, but excludes wildlife and controlled alien species as defined in the *Wildlife Act*, RSBC 1996, c 488, as amended or replaced from time to time;

"**Animal Control Officer**" means:

(a) a person contracted by the Regional District for the purposes of enforcing this bylaw;

(b) an employee, officer or agent of the Regional District designated by the Board as an animal control officer pursuant to the *Local Government Act*;

(c) a Peace Officer; and

(d) a Bylaw Enforcement Officer;

"**Animal Shelter**" means any building, enclosure, or place established for Impounding Animals in accordance with this bylaw;

"**At Large**" means:

(a) in relation to a Dog:

i. in a Public Place, not restrained by means of a Leash or Under Control by a person who is capable of controlling the Dog;

ii. in an Off-Leash Area, not Under Control; or

iii. on private property not owned or occupied by the Dog Owner, not restrained by means of a Leash and Under Control;

(b) in relation to another Animal, in a Public Place and not in the immediate care and control of the Owner;

"**Bird**" means a domesticated bird, including Poultry, doves, pigeons, and ornamental birds, but does not include peafowl;

"**Bite**" means contact between the teeth of a Dog and a Person or Domestic Animal which causes bruising, breaking or puncturing of the skin;

"**Board**" means the Capital Regional District Board;

"**Bylaw Enforcement Officer**" means:

(a) members of the Royal Canadian Mounted Police,

(b) bylaw enforcement officers appointed pursuant to the *Police Act*, RSBC 1996, c 367, as amended from time to time, or

(c) a Person appointed by the Board to enforce the bylaws of the Regional District;

"**Cat**" means an Animal of the *Felis catus* family, commonly known as a domestic cat; irrespective of sex or age;

"***Community Charter***" means the *Community Charter,* SBC 2003, c 26, as amended;

"**Dangerous Dog**" means a Dog that is designated as a Dangerous Dog under this bylaw;

"**Dangerous Dog Licence**" means a licence issued to the Owner of a Dangerous Dog in accordance with this bylaw;

"**Deliver**" means, in relation to a notice:

(a) to send by regular or registered mail,

(b) leave with a Person,

(c) post upon some part of a Person's property, or

(d) deposit in a mailbox or mail slot at the Person's last known residence or place of business;

"**Dog**" means an Animal of the *Canis familiaris* family, commonly known as a Domestic Dog, irrespective of sex or age;

"**Dog Licence**" means a Dog licence issued in accordance with Section 5 of this bylaw consisting of a tag which is impressed or stamped with a unique number;

"**Domestic Animal**" means an Animal that is tame or kept, or that has been or is sufficiently tamed or kept, to serve some purpose for a person, and for clarity includes Dogs and Cats;

"**Enclosure**" means a structure at least two metres in height, width and length, constructed of rigid materials, designed with secure sides, top and bottom, forming or causing an enclosure that is locked to prevent unauthorized entry, is suitable to confine a Dog and to prevent the Dog from escaping; specifically excludes invisible fencing systems;

"**Farm Animal**" means an Animal ordinarily kept for agricultural purposes, including cattle, donkeys, goats, horses, pigs, sheep, alpacas, llamas, and Poultry;

"**Farm Operation**" has the meaning set out in the *Farm Practices Protection (Right to Farm) Act*, RSBC 1996, c 131;

"**Guide dog**" means a Dog that is trained as a guide dog for a blind person and is certified as a guide dog under the *Guide Dog and Service Dog Act*, SBC 2015, c 17, as amended from time to time;

"**Identification**" means:

(a) a valid Dog Licence tag issued in accordance with this bylaw,

(b) permanent identification, such as a traceable tattoo or microchip, or

(c) a collar or tag worn by an Animal which includes the name, current address and contact information of the Owner;

"**Impound**" means to seize, detain, deliver to, receive, or take into the custody of the Regional District or in the custody of the Poundkeeper;

"**Kennel**" means a property where dogs are kept, trained, cared for, bred or boarded;

"**Kennel Licence**" means a licence issued in accordance with this bylaw to permit the operation of a Kennel within the Service Area;

"**Leash**" means a device, or use of a device, of sufficient strength and design to restrain the size and strength of the Dog for which it is being used, that does not exceed 6 feet (1.83 meters) in length, where one end must remain securely affixed to a collar or harness securely attached to the Dog with the other end held by the Owner of the Dog;

"***Local Government Act***" means the *Local Government Act,* RSBC 2015, c 1*;*

"**Minor Injury**" means a physical injury to a Person or Domestic Animal that includes, but is not limited to, pinches, minor localized bruising, shallow punctures, or lacerations;

"Mitigating Factor" means a circumstance, provoking event, or deliberate action reason that substantively impacts a Dog's level of response, resulting in either Aggressive Behaviour or a Dog Bite, and includes:

(a) responding to an attack by a Person or Aggressive Animal;

(b) responding to an attack by a Person or Aggressive Animal on the Dog's Owner or other animal;

(c) responding to teasing, torment or other provocation; or

(d) defending the real or personal property of its Owner from trespass, damage or theft;

"**Muzzle**" means a humane basket-style fastening or covering device that encloses the nose and mouth of a Dog and that is strong enough and well-fitted enough to prevent the Dog from biting, without interfering with the breathing, panting or vision of the Dog or with the Dog's ability to drink;

"**Neuter**" means the sterilization of a male Animal by removal of the testicles or by any method of pharmaceutical sterilization approved by the Canadian Veterinary Medical Association;

"**Noisy Animal**" means an Animal that barks, cries, howls, crows or otherwise emits sounds continually, erratically, or sporadically for any period of time in excess of 10 minutes, on more than three isolated occasions within a seven day period, where such noise unreasonably disturbs or tends to disturb the quiet, peace, rest, enjoyment, comfort or convenience of the neighbourhood;

"**Off Leash Area**" means an area where a sign is posted by the Regional District indicating a specific geographic area within the Service Area where a Dog may be in a Public Place and not be restrained by a Leash;

"**Owner**" means a person:

(a) who owns, is in possession of or has care or control of an Animal, temporarily or permanently;

(b) who harbours, shelters, permits or allows an Animal to remain on or about that Person's land or premises, temporarily or permanently;

(c) to whom a Dog Licence has been issued under this bylaw; or

(d) who is the legal parent or guardian of a child under the age of 18 years who owns, is in possession of or has care or control of an Animal, who harbours, shelters, permits or allows an Animal to remain on or about that Person's land or premises, temporarily or permanently;

"**Permanent Identification**" means identification for an Animal in the form of a traceable tattoo or a microchip that contains the current contact information of the Owner;

"**Person**" includes, in relation to a Property, an individual or corporation that is the owner or occupier of a Property, and the heirs, executors, administrators or other legal representatives of such individual or corporation;

"**Poultry**" means domesticated chickens, ducks, geese, turkeys, quails, and similar domesticated birds ordinarily kept for agricultural or hobby-farm purposes;

"**Poundkeeper**" means a person employed or contracted by the Regional District for the purposes of managing an Animal Shelter and includes those persons delegated to manage an Animal Shelter by the Poundkeeper;

"**Property**" includes lands and buildings owned or occupied by the Owner of an Animal;

"**Public Place**" includes a park, or any other real property owned, held, vested in, or operated, managed or administered by the Regional District, and any other place where the public is ordinarily invited to attend within the Service Area, including but not limited to a highway, street, lane, or boulevard;

"**Regional District**" means the Capital Regional District;

"**Seize**" includes impound and detain;

"**Serious Injury**" means a physical injury to a Person or Domestic Animal that includes, but is not limited to deep punctures, lacerations in more than one direction, broken bones, or requires sutures or cosmetic surgery;

"**Service Area**" means the area in which this bylaw applies, the boundaries of which are the boundaries of the Salt Spring Island Electoral Area, the Southern Gulf Islands Electoral Area, and the Juan de Fuca Electoral Area;

"**Service Dog**" means a Dog that is trained to perform specific tasks to assist a Person with a disability, and is certified as a service dog under the *Guide Dog and Service Dog Act*, SBC 2015, c 17, as amended from time to time;

"**Shelter**" means any building or Enclosure, or place established for Impounding Animals;

"**Spay**" means the sterilization of a female Animal by removal of the ovaries or by any method of pharmaceutical sterilization approved by the Canadian Veterinary Medical Association;

"**Under Control**" means, in relation to handling a Dog in a Public Place:

(a) when the dog is attached to a Leash by its Owner, or

(b) when not on a Leash:

i. the Dog returns immediately to the Owner when called and remains with the Owner until released, or stops immediately when told to and remains in place until released by the Owner; and

ii. the Dog is always within the Owner's sight;

"**Veterinarian**" means a person who is registered and in good standing with the College of Veterinarians of British Columbia to practice veterinary medicine.

Service and Application

4. This bylaw applies to the keeping of Domestic Animals within the Service Area.

5. For certainty, nothing in this bylaw makes the Regional District responsible for the regulation or control of feral animals or any wildlife.

Dog Licence and Animal Identification

6. A Person must not own, keep, harbour, or possess a Dog that is four months of age or older in the Service Area unless the Dog is licensed for the current calendar year.

7. The Owner of a Dog required to be licenced under section 6 must:

(a) obtain a Dog Licence for the current calendar year by paying the applicable fee in accordance with Schedule "A" to this bylaw;

(b) pay the late application fee in accordance with Schedule "A", if the application is made after March 1st of a calendar year in respect of a Dog which was required to have a Dog Licence for the calendar year as of January 1st of that year; and

(c) if a Dog Licence tag is lost, promptly make application and pay the fee in accordance with Schedule "A" for a replacement Dog Licence tag.

8. The Owner of a Dog for which a Dog Licence has been issued must:

(a) keep the Dog Licence tag attached to the Dog by a collar, harness, or other suitable device, except when the Dog is securely confined; and

(b) if there is a change in Ownership of the Dog which has a Dog Licence, notify the Regional District of the change in Ownership.

9. A Person must not remove a Dog Licence tag from a Dog, unless permitted by the Dog Owner, an Animal Control Officer, or Poundkeeper.

10. If a Dog is licensed outside of the Service Area, the Owner must, within 30 days of when the Owner and the Dog together begin to reside in the Service Area with such Dog, apply for a Dog Licence for such Dog in accordance with this bylaw, and, upon confirmation that the Dog is validly licensed in another jurisdiction, the Regional District may exempt the Owner from paying the fee in Schedule "A" for that year.

11. Notwithstanding Schedule "A", a Dog Licence shall be issued at no charge for a Dog that has been Spayed or Neutered within the twelve (12) month period immediately preceding the application for a Dog Licence.

12. Before issuing a Dog Licence under section 6, the Regional District may require the Owner to provide proof, satisfactory to the Regional District, that the Dog has been Spayed or Neutered.

13. A free Dog Licence issued under section 11 shall only be issued once during the lifetime of the Dog.

14. No Dog Licence fee is payable for a Dog that is certified as a Guide Dog or Service Dog under the *Guide Dog and Service Dog Act*.

15. Before issuing or renewing a Dog Licence under section 14, the Regional District may require the Owner to provide proof, satisfactory to the Regional District, that the Dog holds a valid certification under the *Guide Dog and Service Dog Act*.

16. No Dog Licence fee is payable for a Dog that is certified as a Police Dog.

17. A Dog Licence:

    (a) will not be issued to a Person under the age of 18;

    (b) expires immediately upon notification to the Regional District that a change in Ownership of the Dog has occurred;

    (c) is not transferable to another Dog; and

    (d) expires on December 31st in the year it was issued.

18. Where a Dog has a Dog Licence and subsequently becomes designated as an Aggressive Dog or a Dangerous Dog, the Dog Licence becomes invalid and the Owner of the Dog must apply to the Regional District for an Aggressive Dog Licence or Dangerous Dog Licence, and pay the fees specified in Schedule “A” to this bylaw.

19. Where this bylaw requires an Owner to obtain a Dangerous Dog Licence or Aggressive Dog Licence, section 7, 8 and 9 apply to that Dangerous Dog Licence or Aggressive Dog Licence as the case may be.

Kennels

20. No Person shall keep, harbour, or permit the keeping or harbouring of more than four (4) dogs on any premises within the Service Area unless that Person holds a valid Kennel Licence issued under this Bylaw.

21. A Kennel Licence may be issued by the Regional District for a breeding Kennel or a boarding Kennel.

22. Before a Kennel Licence may be issued, the applicant must demonstrate that:

    (a) the operation of the Kennel is a permitted use of the Premises under the applicable land use or zoning bylaw; and

(b) all required permits, approvals, authorizations or other requirements applicable to the use of the Premises as a Kennel have been obtained or satisfied.

23. The issuance of a Kennel Licence does not authorize the use of land for a Kennel where that use is not otherwise permitted under an applicable land use or zoning bylaw or other enactment.

24. An applicant for a Kennel Licence must provide to the Regional District a completed Kennel Licence application form, in the form and to the person designated by the Regional District, including:

    (a) site plans showing the location of all Kennel buildings, Enclosures, pens and exercise areas to be used for the Kennel;

    (b) proof of building permits for all Kennel buildings;

    (c) proof of ownership of the property or the written approval of the property owner to operate a Kennel on that property; and

    (d) any other plans or documents reasonably required to demonstrate compliance with this Bylaw.

25. Prior to the issuance or renewal of a Kennel Licence, an Animal Control Officer may inspect the Premises where the Kennel is or will be located to determine whether the requirements of this Bylaw are being met.

Control of Animals

26. Every Owner of an Animal shall obey all posted signage of the Regional District that applies to that Animal while in a Public Place.

27. Every Owner of an Animal must not cause, permit or allow that Animal to:

    (a) display Aggressive Behaviour; or

    (b) cause a Minor Injury or Serious Injury to a Person or Domestic Animal.

28. No Person shall keep, harbour, or permit a Noisy Animal on any Property owned, occupied, or controlled by that Person.

29. Section 28 does not apply to a Farm Operation on land within the Agricultural Land Reserve, where the Farm Operation is conducted in accordance with normal farm practices pursuant to the *Farm Practices Protection (Right to Farm) Act*, RSBC 1996, c 131.

30. Except if the keeping of Farm Animals is part of a Farm Operation or is permitted under an applicable land use bylaw of the Regional District or other regulatory authority applicable for such portion of the Service Area, no Person shall keep any Farm Animals on any property within the Service Area.

Control of Dogs

31. In addition to the requirements in section 7, the Owner of a Dog must not cause, fail to prevent, permit, or allow their Dog:
    (a) to be At Large in the Service Area; or
    (b) to harass, harm, Bite, or attack a Person or Animal.
32. The Owner of a Dog in an Off-leash Area must:
    (a) keep the Dog Under Control;
    (b) maintain a clear line of sight to the Dog at all times; and
    (c) carry a Leash for the Dog.
33. The Owner of a female Dog that is not Spayed must confine the Dog indoors during the period in which the Dog is in heat in such a manner that the Dog cannot escape, and that another Dog cannot enter the place in which the Dog is confined, except as reasonably required to allow the Dog to urinate or defecate, or for the breeding of Dogs.

Animal Defecation

34. Every Owner of an Animal that defecates in a Public Place or on any private property without the consent of the Owner of that property, must immediately remove the excrement and dispose of it in a suitable refuse container.

Standards of Care

Care for Animals

35. No Person shall keep any Animal in the Service Area in a manner that fails to provide the Animal with:
    (a) clean potable drinking water;
    (b) an adequate supply of food;
    (c) necessary veterinary care when the animal exhibits signs of pain, injury, illness or suffering; and
    (d) clean and sanitary living conditions, including the prompt removal of excrement and accumulated waste.
36. No Owner shall keep any Animal outside of the buildings and structures on a Property for extended periods of time unless the Animal is provided with shelter capable of protecting the Animal from heat, cold, rain and the direct rays of the sun, which is regularly cleaned and sanitized, and all excrement is removed at least once per day.

Tethering of Animals

37. No person shall cause, permit or allow an Animal to be tethered, hitched, tied or fastened to a fixed object:

    (a) in a way which allows the Animal to leave the boundaries of the Owner's Property;

    (b) where a choke, prong, or a chain forms part of the securing apparatus, or where a rope or cord is tied directly around the Animal's neck;

    (c) other than with a collar or harness that is properly fitted to the Animal and attached in a manner that will not injure the Animal or enable the Animal to injure itself by pulling on the tether;

    (d) except with a tether of sufficient length to enable the full and unrestricted movement of the Animal.

Confinement of Animals

38. No Person shall cause, permit or allow an animal to be confined in an enclosed space, including a motor vehicle, without sufficient ventilation to prevent the Animal from suffering distress or heat or cold-related injury.

Transportation of Animals

39. No Person may transport an Animal in a vehicle outside of the passenger compartment or in an uncovered passenger compartment, unless it is confined in a pen or cage, or secured in a body harness or other manner of fastening to prevent it from jumping, falling off the vehicle or otherwise injuring itself.

Animal Shelter

40. If a Poundkeeper considers that an impounded Animal requires in-shelter care, examination by a Veterinarian, or urgent veterinary care to alleviate pain or suffering, communicable disease or parasite as recommended by a Veterinarian, then the Poundkeeper can cause such care to be provided at the sole cost and expense of the Animal's Owner.

41. During or following the impoundment period, the Poundkeeper may, in consultation with a Veterinarian, cause an Animal to be euthanized where a Poundkeeper reasonably believes:

    (a) immediate veterinary treatment cannot prolong the Animal's life, or

    (b) prolonging the Animal's life would result in the Animal suffering unduly; and

    (c) all reasonable efforts to contact the Owner of the Animal have failed, or the Owner has been contacted and has failed or refused to reclaim the Animal.

42. The Poundkeeper is entitled to recover from the owner the cost of veterinary care provided while the Animal was impounded, in addition to any other fees due to the Regional District, for the redemption of the Animal.

Designating Aggressive Dogs

43. Where a Dog has:

    (a) in the absence of a Mitigating Factor, displayed Aggressive Behaviour towards a Person or Domestic Animal;

    (b) in the absence of a Mitigating Factor, caused a Minor Injury to a Person or Domestic Animal; or

    (c) been designated as an Aggressive Dog pursuant to the bylaws of a municipality outside the Service Area;

    an Animal Control Officer may designate the Dog as an Aggressive Dog and shall Deliver written notice of the designation to the Dog Owner.

Designating Dangerous Dogs

44. Where:

    (a) a Dog has killed or Seriously Injured a Person;

    (b) a Dog has killed or Seriously Injured a Domestic Animal while in a Public Place or while on private property, other than property owned or occupied by the Person responsible for the Dog;

    (c) an Animal Control Officer has reasonable grounds to believe that the Dog is likely to kill or Seriously Injure a Person;

    (d) a Dog has been designated as a Dangerous Dog pursuant to the bylaws of a municipality outside the Service Area; or

    (e) a Dog has been found by a court to be a Dangerous Dog;

    an Animal Control Officer may designate the Dog as a Dangerous Dog and shall Deliver written notice of the designation to the Dog Owner.

Aggressive Dogs

45. The Owner of an Aggressive Dog must:

    (a) not cause, permit, or allow the Aggressive Dog to be At Large within the Service Area, including in an Off-leash Area, whether or not the Owner has entrusted the care and custody of the Aggressive Dog to any other Person;

    (b) when in a Public Place, secure the Aggressive Dog by a collar or harness and a Leash, with a maximum length of 1.2 metres from Owner to Aggressive Dog, and must not include a retractable style Leash;

    (c) not cause, permit or allow the Aggressive Dog to enter an Off-leash Area;

    (d) within 14 days of receiving notice of the Dog being designated an Aggressive Dog, ensure the Aggressive Dog has Permanent Identification and provide the Identification information to an Animal Control Office;

(e) within seven days of the Dog being designated an Aggressive Dog, provide a photo of the Aggressive Dog to the Regional District;

(f) obtain an Aggressive Dog Licence in accordance with this bylaw;

(g) notify an Animal Control Officer within 48 hours of the Aggressive Dog dying or of any changes in residency or ownership of the Aggressive Dog; and

(h) in the case of transfer of ownership of the Aggressive Dog, ensure the prospective Owner is informed that the Dog has been designated as an Aggressive Dog prior to the transfer of ownership.

46. The Owner of an Aggressive Dog must at all times ensure that the Aggressive Dog does not, in the absence of a Mitigating Factor:

(a) threaten or create the reasonable apprehension of a threat to a person or other Animal;

(b) display any Aggressive Behaviour;

(c) chase a person or other Animal;

(d) bite a person or other Animal; or

(e) otherwise injure a person or other Animal.

47. Every Owner of an Aggressive Dog may, if after one year of the Dog being designated an Aggressive Dog:

(a) the Dog has not displayed any further Aggressive Behaviour or caused any further injury;

(b) the Regional District has not received any further complaints in regards to that Dog;

(c) the Owner has provided proof and documentation that the Owner and Dog have successfully completed a humane training course designed to reasonably address the Aggressive Behaviour; and

(d) the Dog has Permanent Identification and a valid Aggressive Dog Licence;

apply in writing to the Regional District to have the Aggressive Dog designation removed, and, if all of the requirements of this section are fulfilled to the satisfaction of the Regional District, then the Aggressive Dog designation shall be removed.

48. Notwithstanding subsection 46(d) above, an Aggressive Dog designation may not be removed by the Regional District where:

(a) a Dog has been designated as an Aggressive Dog on more than one occasion; or

(b) a Dog displays Aggressive Behaviour after being designated as an Aggressive Dog.

49. A change in ownership of an Aggressive Dog or a Dangerous Dog does not remove the Aggressive Dog or Dangerous Dog designation, and the new Owner must apply to the Regional District for a new Aggressive Dog Licence or Dangerous Dog Licence, as the case may be, within 10 days of the change of ownership.

Dangerous Dogs

50. The Owner of a Dangerous Dog must:

    (a) not cause, permit or allow the Dangerous Dog to be At Large within the Service Area, including in an Off-leash Area, whether or not the Owner has entrusted care and custody of the Dangerous Dog to another person;

    (b) when in a Public Place, secure the Dangerous Dog by a collar or harness and a Leash with a maximum length of 1.2 metres from Owner to Dangerous Dog, and which must not include a retractable-style Leash;

    (c) not cause, permit, or allow the Dangerous Dog to enter an Off-leash Area;

    (d) when in a Public Place, properly secure a Muzzle upon the Dangerous Dog;

    (e) post a clearly visible sign, in the form designated by the Regional District, at all points of entry onto any private property where the Dangerous Dog is being kept, either temporarily or permanently, warning that there is a Dangerous Dog on the property;

    (f) at all times while the Dangerous Dog is on the Owner's Property, keep the Dangerous Dog securely confined indoors or confined outdoors in an Enclosure located within securely fenced property, and ensure that all fences and gates are locked as to prevent access to the fenced area and the Enclosure;

    (g) within 14 days of receiving notice of the Dog being designated a Dangerous Dog, ensure the Dangerous Dog has Permanent Identification, and provide the Identification information to an Animal Control Officer;

    (h) within seven days of the Dog being designated a Dangerous Dog, provide a photo of the Dangerous Dog to the Regional District;

    (i) obtain a Dangerous Dog Licence in accordance with this bylaw;

    (j) notify an Animal Control Officer within 48 hours of the Dangerous Dog dying or of any changes in residency or ownership of the Dangerous Dog; and

    (k) in the case of transfer of ownership of the Dangerous Dog, ensure the prospective Owner is informed that the Dog has been designated as a Dangerous Dog prior to the transfer of ownership.

Powers in Relation to Dangerous Dogs

51. In addition to the other powers set out in this bylaw, the Poundkeeper and Animal Control Officer are granted the authority to exercise all of the powers in respect of Dangerous Dogs as set out in section 49 of the *Community Charter* through the operation of section 321 of the *Local Government Act*.

Seizure and Impoundment

52. An Animal Control Officer may Seize or Impound;

    (a) a Dog without a valid Dog Licence;

    (b) any Animal that is At Large in a Public Place;

    (c) any Dangerous Dog or Aggressive Dog that is not being kept or handled in

compliance with the requirements of this bylaw;

(d) any Animal that is found At Large on private property, that is not the Owner's property; or

(e) any Animal that presents a threat of Serious Injury to a Person or another Animal, in a Public Place.

53. Upon Seizing an Animal, the Animal Control Officer must deliver the Animal to the designated Animal Shelter.

54. When an Animal is Impounded pursuant to this bylaw, the Poundkeeper will Impound the Animal for at least 96 hours, unless the Owner or the Owner's authorized agent reclaims the Animal and takes possession of the Animal earlier.

55. The Poundkeeper, as they consider necessary and humane, may maintain and care for Impounded animals including the provision of food, water, and shelter, and may arrange for veterinary care and medication, specialty food, or other treatment required for the reasonable and proper care of the animal, and the Regional District may recover the actual cost of such treatment as an extra fee payable by the owner of the Animal.

56. Every Owner or Owner's agent of an Animal that has been Impounded may apply to the Poundkeeper to reclaim the Animal, and when applying, must:

(a) provide the Poundkeeper satisfactory proof of ownership by such Person of the Animal;

(b) pay in full any and all licensing charges, fees and charges levied pursuant to this bylaw in Schedule "B", including, veterinary charges incurred while the Animal has been Impounded; and

(c) pay all outstanding fines or penalties imposed on such Owner for violation of this bylaw.

57. The Regional District may, after the expiry of the 96 hours, provide for the adoption, transfer to any person or organization deemed acceptable by the Poundkeeper or humane euthanasia of an Animal that is not collected by the owner within 96 hours from the time of Impoundment.

58. Notwithstanding the subsections above, if the Poundkeeper believes that an Impounded Animal is suffering from injury, disease, sickness, or other cause which it is unlikely to survive or from which it is unlikely to recover, and that destroying the Animal would be humane, the Poundkeeper may humanely destroy the Animal immediately.

59. Notwithstanding any other provision of this Bylaw, where a Dangerous Dog is seized by an Animal Control Officer pursuant to section 49 of the *Community Charter*, as made applicable to the Regional District by section 321 of the *Local Government Act*, the Animal Control Officer or Poundkeeper may refuse to release the Dangerous Dog to the Owner except as permitted under the *Community Charter*.

60. A Person must not remove, or attempt to remove, from the Animal Shelter an Impounded Dog or other Animal except as allowed under this bylaw.

61. A Person must not interfere with, resist, or otherwise obstruct the Poundkeeper, or other Person authorized under this bylaw, in the performance of their duties.

Right of Entry

62. Pursuant to section 284 of the *Local Government Act*, an Animal Control Officer may enter into or upon any Property within the Service Area at a reasonable time, in a reasonable manner, and after taking reasonable steps to advise the Owner or occupier before entering the property, for the following purposes:

    (a) to inspect and determine whether all regulations, prohibitions and requirements under or pursuant to this bylaw are being met;

    (b) to take action on default of an order under this bylaw; or

    (c) to request anything to be produced to assist with an inspection, enforcement, or action on default performed for the purpose of this bylaw.

No liability for injury to Animal

63. No provision of this bylaw shall be construed as making the Poundkeeper, an Animal Control Officer, or the Regional District liable to the Owner of an Animal for injury to, sickness or death of the Animal.

Obstruction

64. A Person must not interfere with, hinder or obstruct an Animal Control Officer or an operator of a Kennel in the exercise or performance of their powers, duties or functions under this bylaw, including, but not limited to, by:

    (a) failing to provide identification information;

    (b) providing false information;

    (c) unlocking, unlatching, or otherwise opening a vehicle or Enclosure in which an Impounded Animal has been placed;

    (d) removing or attempting to remove an Animal from the possession of an Animal Control Officer or an operator a Kennel; or

    (e) removing or attempting to remove an Animal from the Animal Shelter, except as authorized by this bylaw.

Offence and Penalty

65. A person who contravenes any provision of this bylaw, or who causes, allows, or permits any act or thing to be done in contravention of this bylaw, or who fails to do anything required by this bylaw, commits an offence, and each day that the offence continues constitutes a separate offence.

66. Every person who commits an offence against this bylaw is liable, on summary conviction, to a fine of not more than $50,000.

67. A contravention of this bylaw that is designated under Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990", or Bylaw No. 4683, "Bylaw Notice Enforcement Bylaw No. 1, 2025", may be enforced in accordance with that bylaw, as amended from time to time.

68. Nothing in this bylaw limits the Regional District from pursuing any other remedy available at law, including prosecution under the *Offence Act,* RSBC 1996, c 338 or civil proceedings.

In Force

69. This Bylaw shall come into effect on the day of its adoption.

Schedules

70. The Schedules attached to this Bylaw form part of this Bylaw.

Headings

71. The headings in this bylaw are for convenience only and must not be construed as substantive provisions of this bylaw.

Severability

72. If any portion of this bylaw is held to be invalid by a court of competent jurisdiction, the invalid portion is severed to the extent required, and the remainder of the bylaw continues to be valid.

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"

Dog Licence Fees	**Amount**
Female dog (unaltered)	$60.00
Spayed Female dog	$40.00
Male dog (unaltered)	$60.00
Neutered Male dog	$40.00
Aggressive dog	$100.00
Dangerous dog	$200.00
Late application penalty (applied March 1st)	$20.00
Replacement of lost licence	$5.00
Kennel Licence	$250.00

Schedule "B"

Impounding Fees			**Amount**
Fees based on the number of impoundments of the same dog in a 24-month period.			
1.	**Dogs**		
	a.	first impoundment fee	$100.00
	b.	second impoundment fee	$150.00
	c.	third impoundment fee	$200.00
	d.	maintenance and sustenance charge for each 24-hour period or part thereof that the dog has remained in the shelter	$25.00
	e.	unlicenced dog impound penalty	$50.00
2.	**Cats**		
	a.	impoundment	$25.00
	b.	maintenance and sustenance charge for each 24-hour period or part thereof that the cat has remained in the shelter	$25.00
3.	**Farm Animal**		
	a.	impoundment	$75.00
	b.	maintenance and sustenance charge for each 24-hour period or part thereof that the livestock has remained in the shelter	$25.00
			$10.00
			$10.00
4.	**Small domestic animals** (bird, rodent, reptile)		
	a.	impoundment	$15.00
	b.	maintenance and sustenance charge for each 24-hour period or part thereof that the animal has remained in the shelter	$15.00
5.	Costs for special equipment or personnel used, if any, to assist with the impoundment.		At Cost
6.	Veterinary expenses incurred, including but not limited to injury treatment, parasite control, illness or euthanasia of impounded animals		At Cost

APPENDIX B

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4814

****

A BYLAW TO REGULATE THE COMPENSATION FOR LIVESTOCK INJURY

****

WHEREAS:

A. Under Bylaw No. 4417, "Livestock Injury Compensation Service (Juan de Fuca) Bylaw No. 1, 2021", Bylaw No. 4418, "Livestock Injury Compensation Service (Salt Spring Island) Bylaw No. 1, 2021", and Bylaw No. 4419, "Livestock Injury Compensation Service (Southern Gulf Islands) Bylaw No. 1, 2021" the Board of the Capital Regional District continued three separate services for livestock compensation (the "Compensation Establishing Bylaws");

B. The regulations and provisions respecting compensation under the Compensation Establishing Bylaws were set out in Bylaw No. 1465, "Animal Regulation and Impounding Bylaw No. 1, 1986", which was repealed and replaced by Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026; and

C. The Board deems it necessary to update regulations regarding compensation for livestock injury;

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

Services and Application

1. This bylaw only applies within the following service areas:

    (a) Salt Spring Island Electoral Area;

    (b) Juan de Fuca Electoral Area; and

    (c) Southern Gulf Islands Electoral Area.

    (the "Service Areas").

2. This bylaw only applies to the compensation for livestock injury compensation as set out under section 319 of the *Local Government Act* and pursuant to the Compensation Establishing Bylaws.

Compensation Services

3. The Capital Regional District shall provide, pursuant to the Compensation Establishing Bylaws, a compensation service within each of the Service Areas (each, a "Compensation Service").

4. For each Compensation Service, the Capital Regional District shall pay compensation to the

owner of any sheep, goat, poultry for the purpose of providing meat and eggs, domestic rabbits, animals of the bovine species, swine, horses, or fur-bearing animals kept in captivity for commercial purposes ("Livestock"), that is killed or injured by any dog apparently over the age of four (4) months, if the owner of the dog is unknown and cannot be found after diligent enquiry, in the amount of the lesser of:

(a) SEVENTY-FIVE (75%) PERCENT of the decrease in the market value of the Livestock as a result of its death or injury; or

(b) SEVEN HUNDRED AND FIFTY ($750) DOLLARS.

5. The total annual maximum payable under each Compensation Service shall not exceed:

(a) The Juan de Fuca Compensation Service: $3,000;

(b) The Salt Spring Island Compensation Service: $3,000; and

(c) The Southern Gulf Islands Compensation Service: $3,000.

6. All claims pursuant to the provisions of this Bylaw shall be filed with the Animal Control Officer, as defined under Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026", within three (3) business days of the discovery of the Livestock's injuries on the form attached hereto as Schedule "A".

7. Compensation claims shall be determined as follows (each a "Decision Maker"):

(a) Animal Control Officer is hereby authorized to approve any claim under this Bylaw up to the amount of TWO HUNDRED AND FIFTY ($250) DOLLARS;

(b) Claims in excess of $250 arising from incidents in the Juan de Fuca Electoral Area or the Southern Gulf Islands Electoral Area shall be referred to the Board of the Capital Regional District;

(c) Claims in excess of $250 arising from incidents within the Salt Spring Island Electoral Area shall be referred to the Salt Spring Island Local Community Commission.

8. No claim shall be authorized under this Bylaw unless:

(a) The Decision Maker being satisfied that the owner submitting the claim has taken all reasonable precautions for protecting such Livestock;

(b) The loss is reported to the Animal Control Officer within three (3) business days of the discovery of the animal's injury on the appropriate form; and

(c) In the event the claim is more than the amount the Animal Control Officer is permitted to authorize under Section 7, confirmation from a veterinary professional that the injuries were caused by a dog over the age of four months.

Severability

9. If any portion of this bylaw is held to be invalid by a court of competent jurisdiction, the invalid portion is severed to the extent required, and the remainder of the bylaw continues to be valid.

Citation

10. This Bylaw may be cited as the “Livestock Injury and Compensation 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

SCHEDULE "A"

APPLICATION FOR COMPENSATION UNDER THE CAPITAL REGOINAL DISTRICT LIVESTOCK INJURY AND COMPENSATION BYLAW

1. Name

   _____

2. Address Postal Code

   _____

3. At _____ a.m./p.m. on _____, 20____,
   the following domestic animals owned by me were killed or injured by dog(s):

	Number	Type	Age	Registered	Value
POULTRY FOR THE PURPOSE OF PROVIDING MEAT AND EGGS					
GOAT					
SHEEP					
ANIMALS OF THE BOVINE SPECIES					
DOMESTIC RABBITS					
SWINE					
HORSES					
FUR-BEARING ANIMALS AS DEFINED IN THE *FUR FARM ACT*					

4. Within three (3) business days of the date stated above I notified:

   _____

5. The owner of the dog(s) is/are unknown, and after diligent enquiry cannot be found.

6. I understand that, if approved, payment of this claim will be made pursuant to Section 4 of the Capital Regional District Bylaw No. 4814, “Livestock Injury and Compensation Bylaw No. 1, 2026”.

_____	_____
Witness	Livestock Owner

APPENDIX C

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4682

****

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

****

WHEREAS:

A. Under Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026", the Capital Regional District Board established a bylaw to regulate animal control within the Capital Regional District; and

B. The Board wishes to amend Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990", to authorize the use of municipal ticket information for the enforcement of animal control services;

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

1. Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990" is hereby amended as follows:

    (a) By replacing, in Schedule 1, the reference to "Animal Regulation and Impounding Bylaw No. 1, 1986" with "Animal Control and Responsibility Bylaw No. 1, 2026", and appending under its corresponding Designated Bylaw Enforcement Officer column, the roles "Royal Canadian Mounted Police Officer", "Police Officer", and "Police Officer";

    (b) By replacing Schedule 9 in its entirety with Schedule 9 attached to this bylaw.

2. This Bylaw may be cited for all purposes as "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 86, 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 9 TO BYLAW NO. 1857

ANIMAL CONTROL AND RESPONSIBILITY BYLAW NO. 1, 2026

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT
Fail to obtain dog licence	6	$200.00
Keep more than four dogs without kennel licence	20	$250.00
Permit animal to display aggressive behaviour	27(a)	$300.00
Permit animal to cause injury	27(b)	$250.00
Keep, harbour or permit noisy animal	28	$250.00
Keep farm animal contrary to bylaw	30	$200.00
Dog at large	31(a)	$250.00
Dog harass, harm, bite or attack person or animal	31(b)	$500.00
Fail to keep dog under control	32	$250.00
Fail to confine female dog in heat	33	$200.00
Fail to remove excrement	34	$200.00
Fail to provide water	35(a)	$200.00
Fail to provide food	35(b)	$200.00
Fail to provide veterinary care	35(c)	$200.00
Fail to provide clean/sanitary living conditions	35(d)	$200.00
Fail to provide shelter	36	$200.00
Improperly tether animal	37	$200.00
Confine animal without ventilation	38	$300.00
Transport animal contrary to bylaw	39	$300.00
Aggressive dog at large	45(a)	$500.00
Aggressive dog unleashed	45(b)	$500.00
Aggressive dog in off-leash area	45(c)	$500.00

SCHEDULE 9 TO BYLAW NO. 1857

ANIMAL CONTROL AND RESPONSIBILITY BYLAW NO. 1, 2026

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT
Fail to permanently identify aggressive dog	45(d)	$200.00
Fail to obtain aggressive dog licence	45(f)	$300.00
Aggressive dog threaten person or animal	46(a)	$500.00
Aggressive dog display aggressive behaviour	46(b)	$500.00
Aggressive dog chase person or animal	46(c)	$500.00
Aggressive dog bite person or animal	46(d)	$500.00
Dangerous dog at large	50(a)	$500.00
Dangerous dog unleashed	50(b)	$500.00
Dangerous dog in off-leash area	50(c)	$500.00
Fail to muzzle dangerous dog	50(d)	$500.00
Fail to post dangerous dog sign	50(e)	$200.00
Fail to confine dangerous dog	50(f)	$300.00
Fail to permanently identify dangerous dog	50(g)	$200.00
Fail to obtain dangerous dog licence	50(i)	$300.00
Remove or attempt to remove impounded animal	60	$500.00
Obstruct Animal Control Officer, Poundkeeper or authorized Person	61, 64	$500.00

APPENDIX D

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4740

****

A BYLAW TO AMEND THE BYLAW NOTICE ENFORCEMENT BYLAW
(BYLAW NO. 4683)

****

WHEREAS:

A. Under Bylaw No. 4681, "Animal Control and Responsibility Bylaw No. 1, 2026", the Capital Regional District Board established a Bylaw to regulate animal control within the Capital Regional District; and

B. The Board wishes to amend Bylaw No. 4683, "Bylaw Notice Enforcement Bylaw No. 1, 2025", to update the fine rates for certain bylaw contraventions that are enforceable by means of a bylaw notice in accordance with section 4 and 6 of the *Local Government Bylaw Notice Enforcement Act*;

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, in Appendix 1, the reference to "Animal Regulation and Impounding By-law No. 1, 1986" with "Animal Control and Responsibility Bylaw No. 1, 2026", and appending under its corresponding Designated Bylaw Enforcement Officer column, the roles "Royal Canadian Mounted Police Officer", "Police Officer", and "Police Officer";
    (b) By replacing Appendix 9 in its entirety with the Appendix 9 attached to this Bylaw.

2. This Bylaw may be cited for all purposes as "Bylaw Notice Enforcement Bylaw No. 1, 2025, Amendment 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

APPENDIX 9 TO BYLAW NO. 4683

ANIMAL CONTROL AND RESPONSIBILITY BYLAW NO. 1, 2026

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 dog licence	6	$200.00	$160.00	$240.00	No
Keep more than four dogs without kennel licence	20	$250.00	$200.00	$300.00	No
Permit animal to display aggressive behaviour	27(a)	$300.00	$240.00	$360.00	No
Permit animal to cause injury	27(b)	$250.00	$200.00	$300.00	No
Keep, harbour or permit noisy animal	28	$250.00	$200.00	$300.00	No
Keep farm animal contrary to bylaw	30	$200.00	$160.00	$240.00	No
Dog at large	31(a)	$250.00	$200.00	$300.00	No
Dog harass, harm, bite or attack person or animal	31(b)	$500.00	$400.00	$500.00	No
Fail to keep dog under control	32	$250.00	$200.00	$300.00	No
Fail to confine female dog in heat	33	$200.00	$160.00	$240.00	No
Fail to remove excrement	34	$200.00	$160.00	$240.00	No
Fail to provide water	35(a)	$200.00	$160.00	$240.00	No
Fail to provide food	35(b)	$200.00	$160.00	$240.00	No
Fail to provide veterinary care	35(c)	$200.00	$160.00	$240.00	No
Fail to provide clean/sanitary living conditions	35(d)	$200.00	$160.00	$240.00	No
Fail to provide shelter	36	$200.00	$160.00	$240.00	No
Improperly tether animal	37	$200.00	$160.00	$240.00	No
Confine animal without ventilation	38	$300.00	$240.00	$360.00	No

APPENDIX 9 TO BYLAW NO. 4683

ANIMAL CONTROL AND RESPONSIBILITY BYLAW NO. 1, 2026

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT	EARLY PAYMENT (if paid within 14 days)	LATE PAYMENT (paid after 28 days)	COMPLIANCE AGREEMENT AVAILABLE
Transport animal contrary to bylaw	39	$300.00	$240.00	$360.00	No
Aggressive dog at large	45(a)	$500.00	$400.00	$500.00	No
Aggressive dog unleashed	45(b)	$500.00	$400.00	$500.00	No
Aggressive dog in off-leash area	45(c)	$500.00	$400.00	$500.00	No
Fail to permanently identify aggressive dog	45(d)	$200.00	$160.00	$240.00	No
Fail to obtain aggressive dog licence	45(f)	$300.00	$240.00	$360.00	No
Aggressive dog threaten person or animal	46(a)	$500.00	$400.00	$500.00	No
Aggressive dog display aggressive behaviour	46(b)	$500.00	$400.00	$500.00	No
Aggressive dog chase person or animal	46(c)	$500.00	$400.00	$500.00	No
Aggressive dog bite person or animal	46(d)	$500.00	$400.00	$500.00	No
Dangerous dog at large	50(a)	$500.00	$400.00	$500.00	No
Dangerous dog unleashed	50(b)	$500.00	$400.00	$500.00	No
Dangerous dog in off-leash area	50(c)	$500.00	$400.00	$500.00	No
Fail to muzzle dangerous dog	50(d)	$500.00	$400.00	$500.00	No
Fail to post dangerous dog sign	50(e)	$200.00	$160.00	$240.00	No
Fail to confine dangerous dog	50(f)	$300.00	$240.00	$360.00	No
Fail to permanently identify dangerous dog	50(g)	$200.00	$160.00	$240.00	No
Fail to obtain dangerous dog licence	50(i)	$300.00	$240.00	$360.00	No

APPENDIX 9 TO BYLAW NO. 4683

ANIMAL CONTROL AND RESPONSIBILITY BYLAW NO. 1, 2026

WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE AMOUNT	EARLY PAYMENT (if paid within 14 days)	LATE PAYMENT (paid after 28 days)	COMPLIANCE AGREEMENT AVAILABLE
Remove or attempt to remove impounded animal	60	$500.00	$400.00	$500.00	No
Obstruct Animal Control Officer, Poundkeeper or authorized Person	61, 64	$500.00	$400.00	$500.00	No