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Local Government



Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

01 Strategy

STRATEGIES & PLANS

Juan de Fuca (JdF)

- › [JdF Parks & Recreation Strategic Plan \(2023\)](#)
- › [JdF Active Transportation Network Plan \(2025\)](#)
- › [East Sooke Official Community Plan \(2018\)](#)
- › [Malahat Official Community Plan \(2012\)](#)
- › [Otter Point Official Community Plan \(2014\)](#)
- › [Port Renfrew Comprehensive Community Development Plan \(2003\)](#)
- › [Rural Resource Lands Official Community Plan \(2009\)](#)
- › [Shirley-Jordan River Official Community Plan \(2018\)](#)
- › [Willis Point Comprehensive Community Plan \(2002\)](#)

Southern Gulf Islands (SGI)

- › [SGI Transportation Integration Plan](#)
- › [Connectivity Plan for SGI \(2020\)](#)
- › [SGI Housing Strategy \(2022\)](#)
- › [Mayne Island Parks & Recreation Commission Master Plan \(2021-2025\)](#)
- › [Galiano Island Parks & Recreation Commission Master Plan \(2020-2024\)](#)
- › [Pender Island Parks & Recreation Commission Master Plan \(2022-2026\)](#)
- › [Gulf Islands Regional Trails Plan \(2018\)](#)
- › [SGI Active Transportation Plan \(2022\)](#)

Salt Spring Island (SSI)

- › [Centennial Park Master Plan \(2016\)](#)
- › [SSI Parks & Recreation Strategic Plan \(2019\)](#)
- › [Rainbow Recreation Centre Master Plan \(2022\)](#)
- › [SSI Active Transportation Network Plan \(2023\)](#)
- › [Portlock Park Master Plan \(2025\)](#)
- › [SSI Pedestrian and Cycling Master Plan \(2013\)](#)
- › [SSI Local Community Commission Strategic Plan \(2024-2027\)](#)

CORPORATE PLAN GOALS

16a	Climate Action & Environment	16f	Planning
16b	Community Parks & Recreation	16g	Public Safety & Emergency Response
16c	Drinking Water	16h	Transportation
16d	Economic Development	16i	Wastewater
16e	Governance		

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03 Operating Context

ACHIEVEMENTS IN 2026

Electoral Areas Services Department

1. Completed a departmental Strategic Planning session and developed draft Key Performance Indicators

JdF Administration Division

1. Adoption of new JdF Soil Bylaw
2. Completed the Port Renfrew Official Community Plan (OCP) review and update
3. Completed the Wieland Trail and Boardwalk from William Simmons Park to Kemp Lake Road
4. Completed Fishboat Bay Community Park staircase and trailhead improvements
5. Completed Water and Wastewater Master Plan studies for Port Renfrew
6. Completed capital improvements to the Port Renfrew Transfer Station
7. Completed the solid waste study

SGI Administration Division

1. Completed 1.7 km Schooner Way School Trail – Multi-use trail on North Pender
2. Completed repairs to Swartz Bay Dock
3. Conceptual Design for Sturdies Bay Trail Multi-modal Transportation
4. Advanced Draft Master Plan for Mayne Island Parks and Recreation
5. Advanced Draft Master Plan for Galiano Parks and Recreation
6. Advanced Draft Strategic Plan for Southern Gulf Islands Economic Sustainability Commission
7. Launch and management of the CRD Rural Housing Pilot Program, and approved \$400,000 in pre-development funding grants for affordable housing projects for both SSI and SGI EAs
8. Supported development of new recreational assets for youth: bouldering wall on Pender Island, half pipe skate park on Mayne Island, bike park on Saturna Island.
9. Supported governance and coordination of five Local Water Services and one Local Wastewater Service in the SGI EA
10. Orientation and onboarding of new members, and administrative support for 11 CRD Commissions, and four contribution services
11. Issued \$119,000 in Grants-in-Aid to support community projects in the SGI EA

SSI Administration Division

1. Completed the Kanaka Connector Trail
2. Installation of two bus shelters
3. Completed Merchant Mews roadside pathway
4. Completed the Hydrofield ballfield
5. Installation of new water meters for Cedars of Tuam Water Service

Building Inspection Division

1. Online application process
2. Converging to a single building permit (rather than multiple permits) for a project
3. Consistent and quicker permit review
4. Credit card payment for permit fees
5. Online booking for site inspections
6. Ongoing digitizing of existing paper and microfiche building permit records
7. Easier access to existing building permit document

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2027 AND BEYOND

- **Housing:** An extreme shortage of rental and affordable housing is driving an urgent need for the CRD to continue the rural housing program for the EAs.
- **Economic development:** support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Need for continued advocacy and rural designation within the EAs to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Support for effective and sustainable year-round tourism destination management practices.
- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- Strategic focus on the opportunities outlined in the 2023 SSI Economic Sustainability Engagement Report.
- Support for workforce housing is central to economic sustainability and needs continued CRD support of groups such as the SGI Community Resource Centre and the SGI Tourism Partnership.
- **Transportation:** Support and advance transportation solutions that will enable public transport, inter-island connections, and active transportation infrastructure.
- **Water & Wastewater:** prioritized capital project improvements to water and sewer systems in the electoral areas.
- **Governance:** Increased administration and legislative services support for the SSI Local Community Commission (LCC). As expected, there has been a significant increase in the activity of the LCC with respect to the additional number of other services included in their oversight.
- The Board-directed Electoral Area Services department was established in July 2025, consolidating most services provided to residents in the JdF, SSI and SGI Electoral Areas under a new General Manager. This is the first step in a journey of changes and improvements to service delivery for the Electoral Areas.
- **Community Parks:** To meet growing service delivery expectations and objectives, complete identified capital projects, and develop a park inventory and asset management database for the JdF Community Parks system, additional auxiliary funding (0.4 FTE) has been allocated to the Parks Manager position for 2026. Conversion to permanent status is proposed for 2027.

- CRD Community Parks in the SGI Electoral Area are managed by volunteer commissions who deliver parks and recreation services on behalf of CRD. Through this volunteer model, the CRD can manage hundreds of community parks, trails, and shore accesses throughout Electoral Areas. Increases in the complexity of parks' management and corporate governance standards require additional administrative and coordination support for volunteer service delivery models to remain sustainable.
- SSI manages community parks, playing fields, trails, beach accesses, docks, boardwalks, bike and skateboard parks in addition to operating the Rainbow Recreation Centre, Salt Spring Island Multi Space (SIMS), Phoenix and former Ganges Fire Hall.
- **Land planning and building inspection:** changes to the Building Code and building activity cycles related to the economy can all affect the cost and volume of construction projects and, therefore, processing time for applications and permits. As a result, Building Inspection and JdF Community Planning see annual changes in residential, commercial and industrial construction starts and subsequent building permits and development approvals being issued.
- JdF Community Planning development application fee revenue remained steady between 2024 and 2025. Application fee revenue at the end of Q2 in 2026 was below the budget projection.
- Over the last four year. revenues for Building Inspections have been fairly consistent (ranging from \$1.97M to \$2.14M) but are dependent upon construction activity for permit revenues. For the remainder of 2026 and 2027, construction activity is anticipated to slow down.
- Over the last four years, expenditures have also been fairly consistent (ranging from \$1.97M to \$2.14M using an operating reserve fund to balance expenditures with revenues). With anticipated reduced revenues, expenditures will need to be monitored closely.
- **Public Safety & Emergency Response**
- **Fire Services:** Electoral Areas fire services are endeavoring to adapt to increased provincial regulatory standards for volunteer fire services that are consistent with career fire departments, resulting in additional administration staff time required to achieve and maintain compliance.
- Residents in the community of Goldstream Heights are seeking inclusion into the Malahat Local Fire Service Area with a potential addition of up to 100 properties.
- The shifting regulatory framework for fire services continues to evolve with the new *Fire Safety Act* that was released in August 2024. This will prompt increased staff operational support and a review of existing fire service delivery models and potential liabilities.
- Increased provincial regulatory standards for volunteer fire services that are consistent with career fire departments are compounding challenges in recruiting and retaining volunteers (can be an existential crisis for some services).
- **Emergency Programs:** Increased frequency of emergency incidents requiring dedicated staff time, such as wildfires, droughts, heatwaves, atmospheric rivers, and other operational incidents. Incident frequency impacts the capacity to address work plan and service plan priorities.
- There is an increased public expectation for governmental assistance and timely communications during emergency events, including services outside existing program mandates.
- The new BC *Emergency and Disaster Management Act* and pending regulations will require review of CRD resources and emergency plans that will be required to ensure alignment with new legislation.

- Increased First Nations capacity in emergency management with increased government-to-government coordination.
- Increased responsibilities for Electoral Areas Emergency Program volunteers and aging volunteer base, jeopardizing emergency program continuity and effectiveness.

OPERATIONAL STATISTICS

All Electoral Areas

- Building Inspection reviews and issues **700 to 900 building permits** each year and completes more than **6,000 site inspections**.

JdF

- JdF Community Parks oversees **36 community parks**, including **17.6 km of community trails**, **two playgrounds**, **two baseball fields**, **two multi-use sport courts**, **nine public water accesses**, **two fishing docks**, and **two boat launches**.
- JdF Community Recreation manages and maintains the **Port Renfrew Community Centre** and provides financial assistance to **four recreation programs** for the benefit of local residents.
- JdF Community Planning provides **current and long-range planning services** to residents and landowners in the JdF including:
 - Review and response to development inquiries.
 - Review and processing of applications for variances, development permits, rezoning, subdivision, soil deposit and removal, changes to the agricultural land reserve and radio communication towers.
 - Review and update of official community plans and zoning bylaws
- In 2024 and 2025, 47 development applications were received in each year. As of June 30, 19 applications have been received for 2026.

SGI

- The SGI Electoral Area has standing contracts with **community liaisons** on each island who support CRD service delivery, connect the communities with CRD, and support EA Admin planning for future needs (such as housing, connectivity, transportation).
- There are **eight Community Parks and Recreation Services** (one parks service and one recreation service for each island). Community parks are administered by CRD Commissions which oversee recreation services and a system of community parks, trails, and recreation facilities on each island.
- There are library buildings owned by the CRD on Mayne Island and on Galiano Island. **Libraries** within the Electoral Area are operated by Reading Groups through the support of the CRD Southern Gulf Islands Public Library Commission.
- The SGI Electoral Area leases & maintains **administrative offices** on each of the main islands: Pender, Mayne, Saturna and Galiano, and liaisons hold office hours to respond to community inquiries.

- The SGI Harbours Service manages and operates **13 public dock facilities** throughout the SGI Electoral Area.
- The CRD supports **community health** through contribution services on Pender Island, Saturna Island and Galiano Island.
- The CRD operates **five community water systems** and **one local wastewater system** in the SGI Electoral Area.

SSI

- The SSI Electoral Area is responsible for **water and sewer infrastructure, active transportation, capital project delivery and works, engineering services and parks and recreation** planning and delivery.
 - Over **50 community parks, 21 public water accesses** and over **60 km of community trails**
 - **21 outdoor sports facilities** (Tennis, pickleball, sports fields, bike park, skate park)
 - **Two indoor recreation centres** (Rainbow Recreation Centre and SIMS)
 - **Former Ganges Fire Hall and Phoenix buildings**
 - **Two public dock facilities** (Fernwood Dock, Rotary Dock)

04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

SERVICE BUDGET REFERENCES¹

- › Please see annual budget presentation

Administration

1. SSI ADMINISTRATION

Description

Responsible for the administration and management of the parks and recreation, transportation and transit, economic development, Fernwood and Rotary Dock; search and rescue, library, arts service, street lighting, stormwater quality and monitoring, and in collaboration with other CRD divisions, seven local water and sewer service areas, and liquid waste. The SSI division is also responsible for planning, organizing, and delivering services for SSI and support to the Electoral Area Director through these various service Commissions and Committees; and an elected LCC with delegated decision-making authority for 14 island-wide services.

¹ Service budget(s) listed may fund other services.

What you can expect from us

- ▶ Implement the economic strategic development plan in areas of tourism, agriculture and food, and build economic support through communication and advocacy, economic diversification, business support, and enhancement and beautification of Ganges and Fulford villages
- ▶ Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste
- ▶ Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety)
- ▶ Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Islands Trust, BC Ferries, BC Transit)
- ▶ Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD and BC Transit; construct and maintain bus stops/shelters
- ▶ Manage and operate dock facilities
- ▶ Develop and maintain community trails, beach accesses, active and passive parks, community recreation, Rainbow Recreation Centre, childcare centre, Phoenix building, former Ganges Fire Hall and SIMS
- ▶ Facility maintenance of the SSI Library
- ▶ Support contribution services and use agreements for ArtSpring, SSI Library, and search and rescue services
- ▶ Manage stormwater quality and provide for a monitoring service

Staffing Complement

SSI Administration: **7 FTE (including Senior Manager, Engineering and Administrative Support)**

2. SGI ADMINISTRATION

Description

Responsible for the administration and management of service delivery in the SGI Electoral Area, including eight SGI Parks and Recreation Services, Community Economic Sustainability Service, five water and wastewater utilities, the SGI Harbours Service, Grants in Aid and the distribution of Community Works Funds, and various contribution services such as the SGI Library Commission and community health services on each island. Service delivery includes direct management of 11 commissions and committees that administer or advise on the implementation of services, resulting in over 70 public committee and commission meetings on an annual basis. The SGI division provides support to the Electoral Area Director and is responsible for high-level community planning and connects with local communities through the CRD liaison program.

What you can expect from us

- ▶ Support SGI Electoral Area Director to advance strategic goals such as development and feasibility analysis of a rural housing program, integrated transportation planning, partnerships for greater internet connectivity, and relationship building with First Nations

- ▶ Provide community coordination and engagement through the liaison program
- ▶ Support community planning solutions and address service gaps including affordable housing, connectivity, water conservation, climate, transportation
- ▶ Support Regional Housing with co-management of the pilot Rural Housing Program for the SSI and SGI Electoral Area.
- ▶ Provide information and resources to support community access to CRD service delivery
- ▶ Oversee CRD grant issuance through Community Works Funds and Grants in Aid
- ▶ Access external grant programs to support program and service delivery
- ▶ Implement economic sustainability and build economic diversification through partnerships with the SGI Community Resource Centre and other community groups that deliver grant support and community programs such as the Housing Now home matching program, and the SGI Food & Agriculture Plan
- ▶ Provide communication and advocacy to external agencies to share understanding of the unique governance structure and support the SGI Electoral Area needs being met through inclusion in federal and provincial funding programs
- ▶ Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management as requested by other divisions
- ▶ Develop active and passive transportation initiatives through parks commissions and the planning and business case development of proposals for service establishment
- ▶ Manage and operate 13 public dock facilities throughout the SGI Electoral Area
- ▶ Manage local parks commissions to develop and maintain community trails, beach accesses, active and passive parks and community recreation
- ▶ Support contribution services and use agreements for Southern Gulf Islands Library services, the Pender Island Health Centre, the Saturna Island Medical Clinic, and the Galiano Island Health Care Centre
- ▶ Support freshwater conservation through rain barrel rebate programs under the stormwater quality service, delivered by community partner Transition Salt Spring

Staffing Complement

SGI Administration: **1 FTE (Senior Manager) + 0.8 contractors (via four part-time liaisons)**

3. JdF ADMINISTRATION

Description

Responsible for the administration and management of Grants-in-Aid and the distribution of Community Works Funds, as well as budget support to the Vancouver Island Regional Library, Greater Victoria Public Library and Sooke Region Museum contribution services. The JdF Administration service provides support to the Electoral Area Director on community initiatives that do not fit within the JdF Parks, Recreation or Planning services.

What you can expect from us

- ▶ Review and processing of Grant-in-Aid and Community Works Fund applications.
- ▶ Support to the JdF Electoral Area Director on community initiatives
- ▶ Provide operational budget support to the Vancouver Island Regional Library, Greater Victoria Public Library and Sooke Region Museum contribution services.

Staffing Complement

JdF Administration: Staff support for this service is listed under JdF Community Planning (**Manager + Administrative support**)

Building Inspection

1. BUILDING INSPECTION

Description

Oversees the permits related to construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.

What you can expect from us

- ▶ Provide information on the building permit process, BC Building Code requirements and approved construction practices
- ▶ Provide consistency in standards and approach regarding the CRD Building Bylaw throughout the Electoral Areas
- ▶ Provide quick permit review times and quick responses for inspection requests
- ▶ Process between 700 and 1,000 building permit applications per year
- ▶ Provide between 6,000 and 8,000 building inspection services per year
- ▶ Provide Permit Information Reports on permit histories of existing properties
- ▶ Provide existing building permit information
- ▶ Manage property files and enforcement as needed

Staffing Complement

Building Inspection: **11 FTE (including 1 Manager and Administrative Support)**

Planning

1. JdF COMMUNITY PLANNING

Description

Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.

What you can expect from us

- ▶ Review, evaluate and process approx. 50-80 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications
- ▶ Review all building permit applications in the JdF Electoral Area for compliance with land use regulations
- ▶ Provide land use information in response to inquiries from the public, developers, realtors, and consultants
- ▶ Review and amend official community plans and zoning bylaws in response to changes in the environment, community objectives, and provincial legislation
- ▶ Respond to land-use-related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection
- ▶ Liaise with provincial agencies to address community concerns outside local government jurisdiction
- ▶ Provide administrative and technical support to the JdF Land Use Committee, Board of Variance and advisory planning commissions

Staffing Complement

Division: **3.7 FTE (including 1 Manager) + 0.5 FTE Aux**

Community Parks & Recreation

5. JdF COMMUNITY PARKS & RECREATION

Description

The JdF Community Parks service acquires, develops and maintains community parks and trails. The JdF Community Recreation service provides oversight of the operations and maintenance needs of the Port Renfrew Community Centre and provides financial support for community-based recreational programming to local residents.

What you can expect from us

- ▶ Inspection, maintenance and repair of:
 - 36 park facilities including:
 - 17.6 km of trail
 - Nine public water accesses
 - Two baseball fields
 - Two playgrounds
 - Two multi-use sport courts
 - Two fishing docks
 - Two boat launches
- ▶ Administration of:
 - Four stewardship partnerships and 65 volunteers
 - Four recreation program contracts and events
 - Port Renfrew Community Centre
 - JdF Parks and Recreation Advisory Commission
 - JdF Recreation Programs
- ▶ Development of:
 - Active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety)
 - New trail alignments and trailhead amenities
 - Park management plans
 - Park inventory and asset management systems

Staffing Complement

JdF Administration: **1.0 FTE (Manager) + 1.3 FTE Aux (Parks and Recreation Workers)**

6. SSI COMMUNITY PARKS & RECREATION

Description

SSI Parks, Arts, Recreation and Culture (PARC) is responsible for acquiring and maintaining community parks, trails, water access points, facilities and provides recreation programs and services to the communities of SSI.

What you can expect from us

Inspection, maintenance and repair of:

- ▶ Trails and roadside pathways
- ▶ Over 50 park facilities ranging from 0.6 ha to 40 ha.
- ▶ Three baseball fields and five tennis/pickleball courts
- ▶ Three playgrounds
- ▶ Two boardwalks
- ▶ Two marine docks
- ▶ Two indoor recreation facilities

Administration of:

- ▶ Rainbow Recreation Centre
- ▶ Salt Spring Island Multi Space (SIMS)
- ▶ Phoenix Building
- ▶ The old Salt Spring Island Firehall
- ▶ Over 30 recreation program contracts
- ▶ SSI Recreation Programs and special events
- ▶ Licensed preschool and daycare facilities
- ▶ Volunteers

Staffing Complement

SSI Administration: **5.0 FTE + 8 Regular Part-Time + 20-30 auxiliary staff**

6. SGI COMMUNITY PARKS & RECREATION

Description

The SGI Administration oversees management of over 100 community parks across four main islands. Each island has a volunteer parks and recreation commission to deliver parks and recreation services on behalf of the CRD Board. The duties of the Commission include both the administration of the service, as well as its operation. Functionally, the Commission can use its operating budget to contract support. This typically includes hiring a recording secretary/minute taker, a bookkeeper, and a maintenance contractor. However, in some cases, these functions are carried out by the volunteers themselves. Commissions report to the CRD Board through the CRD Director who sits on the Commission, as well as, in most cases, through the Electoral Areas Committee.

Safety & Emergency Management

STAFFING COMPLEMENT

Protective Services Division: **20.2 FTE + 3 Managers + Administrative and Leadership support**

6. ELECTORAL AREAS EMERGENCY COORDINATION

Description

Oversight and administration of the Electoral Areas Emergency Programs.

What you can expect from us

- ▶ Oversee and coordinate emergency planning and response by the Electoral Area Emergency Programs

Staffing Complement

Protective Services Division: **1 FTE + 1 Manager + Leadership and Administrative Support**

7. ELECTORAL AREAS SEARCH-AND-RESCUE (SAR) SUPPORT

Description

Support of community-based volunteer SAR teams to meet the needs of the local community.

What you can expect from us

- ▶ Program oversight for the JdF SAR service
- ▶ Financial support to the SSI SAR Society to cover overhead (non-operational) costs

Staffing Complement

Protective Services Division: **1 Manager + Leadership and Administrative Support**

8. ELECTORAL AREAS FIRE SERVICES

Description

Support to fire commissions with delegated authority and oversight of fire society contracts.

What you can expect from us

- ▶ Oversight and support of Fire and Rescue Commissions, societies, and operational leadership

Staffing Complement

Protective Services Division: **6.2 FTE + 1 Manager + Leadership and Administrative Support**

Drinking Water

10. WATER SYSTEMS OPERATIONS & MAINTENANCE

Description

Wholesale water supply and distribution to water systems on six different islands in the Electoral Areas including:

- ▶ Beddis Water System, Salt Spring Island
- ▶ Cedar Lane Water System, Salt Spring Island
- ▶ Cedars of Tuam Water System, Salt Spring Island
- ▶ Fulford Water System, Salt Spring Island
- ▶ Highland/Fernwood Water System, Salt Spring Island
- ▶ Lyall Harbour/Boot Cove Water System, Saturna Island
- ▶ Magic Lake Estates Water System, North Pender Island
- ▶ Skana Water System, Mayne Island
- ▶ Sticks Allison Water System, Galiano Island
- ▶ Surfside Park Water System, Mayne Island
- ▶ Port Renfrew Water System, Vancouver Island
- ▶ Wilderness Mountain Water System, Vancouver Island

What you can expect from us

The following key service areas support the small water systems in the electoral areas

- ▶ Water systems operations and maintenance
- ▶ Emergency response/system failure
- ▶ Infrastructure Planning
- ▶ Capital Project Delivery & Works
- ▶ Engineering Services

For more detail, please refer to the Water Community Need Summary

Staffing Complement

Electoral Area – Local Area Services: **5.5 FTE**

Integrated Water Services: **5.9 FTE (plus additional leadership, operational, and administrative support)**

Wastewater

11. WASTEWATER SYSTEMS OPERATIONS & MAINTENANCE

Description

Wastewater treatment, collection and transmission system operation and monitoring for the three wastewater systems in the Electoral Areas (one on Pender Island and two on Salt Spring Island). System and facility maintenance, consumables management and preventative maintenance.

What you can expect from us

- ▶ Wastewater treatment
- ▶ System operation, monitoring and maintenance
- ▶ Consumables management

Staffing Complement

Electoral Area – Local Area Services: **4 FTE**

Integrated Water Services: **4.9 FTE (plus additional leadership, operational, and administrative support)**

05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs). For an overview of the financial impacts, including cost of staffing, please refer to the Provisional Budget report.

Initiative	Implementation year(s)
16a Goal: Climate Action & Environment	
16a-1 Explore options for an electoral area specific Climate Action service	2026
16a-2 Explore opportunities to extend environmental protection programs and tools to the electoral areas	Ongoing
16a-3 Develop a joint approach for water conservation education and resource management in the electoral areas	Ongoing
▶ RELATED IBC see 3a-1.5 Port Renfrew Garbage and Recycling Depot Attendant in Solid Waste & Recycling Community Need Summary	2027-ongoing
16a-4 Evaluate Juan de Fuca's rural water resources for development	2024
16b Goal: Community Parks & Recreation	
16b-1 Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed	Ongoing
▶ IBC 16b-1.1 SSI Parks & Recreation SSI Multi-Space Staffing	2024-ongoing
▶ IBC 16b-1.2 SSI Parks & Recreation Staffing	2025-ongoing
▶ NEW IBC 16b-1.5 SSI Administration & Recreation Staffing	2027-2028
16b-2 Develop and/or update community parks management plans, as needed	Ongoing
16b-3 Explore future potential uses for Salt Spring Island's fire hall site, with input from the local community	2026-2027
16b-4 Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible	Ongoing

Initiative	Implementation year(s)
16b-5 Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan	2023-ongoing
▶ NEW IBC 16b-5.1 JdF Community Parks & Recreation Manager	2027-ongoing
16c Goal: Drinking Water	
16c-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support the treatment, storage and distribution of water, as needed by the community	Ongoing
16d Goal: Economic Development	
16d-1 Advance the goals of the Community Economic Sustainability Commissions for Salt Spring Island and Southern Gulf Islands through planning and implementation activities	Ongoing
▶ RELATED IBC see <i>5a-2.1 Housing Opportunity Innovation and Outcomes Analysis in Housing & Health Community Need Summary</i>	2024-ongoing
16e Goal: Governance	
16e-3 Continue to review committees and commissions to find efficiencies and improve consistency	Ongoing
16e-4 Implement the Local Community Commission on Salt Spring Island to oversee island-wide services	2023-ongoing
▶ RELATED IBC see <i>12b-4.1 Meeting Management Improvements in Open Government Community Need Summary</i>	2023-2025
▶ RELATED IBC see <i>15a-1 SSI Local Community Commission in 2023 Electoral Areas Community Need Summary</i>	2024
IBC 16e-5.1 Electoral Area Services Department Oversight*	2025-ongoing
16f Goal: Planning	
16f-1 Implement the B.C. Energy Step Code requirements, as mandated by the provincial government	2023
▶ IBC 16f-1.1 Maintaining Building Inspection Operations	2025-ongoing
16f-2 Digitize historical building permits, property files and other building records	2024-2025
▶ IBC 16f-2.1 Digitizing Building Permits and Historical Records	2024
16f-3 Continue to review Official Community Plans in Juan de Fuca Electoral Area	Ongoing
16f-4 Establish mechanisms for First Nations to engage in land use planning in the Juan de Fuca Electoral Area	2023-2024

Initiative	Implementation year(s)
FUTURE IBC 16f-5.1 JdF Community Planning Assistant*	Planned for 2027
16g Goal: Public safety & emergency response	
16g-1 Continue to implement wildfire resiliency activities	Ongoing
16g-2 Enhance public notification processes for emergencies	2024-ongoing
16g-3 Review and modernize fire and emergency management programs	2024-2025
▶ IBC 16g-3.2 Electoral Area Fire Services Compliance and Coordination (Revised)	2026-ongoing
▶ IBC 16g-3.3 Electoral Area Fire Chief Conversion to CRD Staff (Revised)	2025-ongoing
▶ IBC 16g-3.4 Bylaw Enforcement Staffing	2025-ongoing
▶ RELATED IBC see <i>9a-2.2 Fire Services Coordination & Support in Safety & Emergency Management Community Need Summary</i>	2024-ongoing
16h Goal: Transportation	
16h-1 Develop and implement an Active Transportation Plan for the Ganges Village	2023-ongoing
16h-2 Advocate for transit service improvements, including seamless connections with ferry services	Ongoing
16h-3 Support rural transportation opportunities	2024-2026
16h-4 Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering	Ongoing
16i Goal: Wastewater	
16i-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community	Ongoing
▶ NEW IBC 16i-1.1 Magic Lake Sewer Operator (Conversion)	2027-ongoing
16i-2 Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities	2023-2024

*Not captured in the 2023-2026 Corporate Plan

06 Performance

GOALS 16A-16I

Targets & Benchmarks

- N/A

Measuring Progress

Ref	Performance Measure(s)	Type	2025 Actual	2026 Forecast	2027 Target	Desired trend
1	Building permits in all three electoral areas	Quantity	750	850	850	↗
2	Development application levels in the JdF Electoral Area	Quantity	47	40	50	→
3	Application of BC Energy Step Code for new construction	Quantity	110*	120	150	→
	Application of Greenhouse Gas Emission requirements for new construction	Quantity	127*	120	150	→
4	Electoral Area Fire Departments meeting new structural fire fighter training standards (comes into effect March 2024)	Quality	7	7	7	↗
5	Meeting Management Improvements	Quantity	24	24	24	→
6	Broadband connectivity – attracting Internet Service Provider (ISP) investment to SGI	Quality	Future metric			↗

¹ Total number of permits issued annually; data from CRD Tempest application database

² Total number of development applications received annually; data from CRD Tempest application database

³ Number of building permits affected by Energy Step Code provisions and Greenhouse Gas Emissions requirements; estimates only

⁴ Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports

⁵ Number of SSI Local Community Commission meetings; data from SSI Administration division

⁶ Improvements in transport/last mile ongoing: GAIA (Galiano), Starlink (all), Rogers/Show (Pender/Mayne), CityWest-Connected Coast (Saturna, Galiano, Pender)

* Results as of August 2025

Discussion

Metric 1: This is an indicator of construction level. This volume of permits results in 6,000 to 8,000 inspections per year.

Metric 2: This is an indicator of development activity. Estimated volume is provided as a benchmark. A steady trend provides greater certainty for staffing levels and budgeting.

Metric 3: This is an indicator of permits affected therefore a target is not appropriate. Energy Step Code provisions have been made mandatory in the BC Building Code as of May 1, 2023. Step Code requirements are primarily applicable to new residential construction and limited amounts of new

commercial projects. Numbers are estimates only. Optional Building Code restrictions on Greenhouse Gas Emissions from new buildings became mandatory in the Electoral Areas in 2024.

Energy Step Code applies to all newly constructed buildings, other than industrial buildings. For clarity even industrial buildings have energy efficiency requirements but are not as stringent as other buildings using the Energy Step Code.

Greenhouse Gas Emissions requirements apply to all newly constructed residential, office and store buildings. Practically, it means that these buildings will only use electricity for heating and hot water heating. This could be with electrical baseboards or more commonly heat pumps, which also provide cooling. Other forms of heating and electrical generation, such as solar panels, could be utilized.

Metric 4: All fire services in BC are required to begin training by March 2024 to meet the new structural fire fighter training standards for their declared service levels as established by the OFC. This new standard places an increased requirement for fire fighter training and operations in alignment with WSBC regulations.

Metric 5: Improvements for the functionality in meeting management software and broadcasting of LCC meetings to improve electronic meeting participation and engagement has been deferred but remains in the five-year plan.

Metric 6: This is highlighted as a future metric. This metric highlights the total amount of ISP investment attracted to bring high-speed broadband connection to the SGI community (high-speed defined as per the federal standard of download/upload speeds of 50/10 Mbps). Connectivity planning ensures infrastructure investments are coordinated, scalable, provide value for money, and achieve priority objectives for the region. A community-based connectivity plan is currently under development. It is hoped that it will guide Internet Service Providers in their investment decisions. The plan will help determine future KPI targets.

07 Business Model

PARTICIPANTS

Building Inspection Service: All Electoral Areas

Environmental Resource Management: Port Renfrew

Integrated Water Services: SSI Electoral Area, SGI Electoral Area; JdF Communities of East Sooke and Port Renfrew

JdF Community Parks: JdF Electoral Area communities

JdF Community Recreation: All JdF EA communities except Willis Point.

JdF Community Planning: JdF Electoral Area communities

Safety & Emergency Management: All municipalities, all electoral areas and First Nations participate in some aspect of these regional or sub-regional services

SSI Administration: SSI Electoral Area

SGI Initiatives: SGI Electoral Area

FUNDING SOURCES

Varies per service, requisitions, grants, donations and fee-for-service (e.g., building permits, retail water rates)

GOVERNANCE

[Electoral Areas Committee](#)

[SSI Local Community Commission](#)

[JdF Land Use Committee](#)

[Emergency Management Committee](#)

[Planning and Protective Services Committee](#)

[Transportation Committee \(Regional\)](#)

[Regional Transportation Advisory Committee \(staff\)](#)

Various [Local Service Area Commissions](#) including:

- ▶ **Fire Protection and Emergency Response** (East Sooke, North Galiano, Otter Point, Port Renfrew, Shirley, and Willis Point)
- ▶ **Parks and Recreation** (JdF Electoral Area, Galiano Island, Mayne Island, Pender Islands, SSI Electoral Area via the LCC, and Saturna Island)
- ▶ **Solid Waste, Water and Wastewater Services** (Port Renfrew, Magic Lake Estate on Pender Island, Ganges and Maliview on SSI)
- ▶ **Water Services** (Port Renfrew, Wilderness Mountain, Lyall Harbour/Boot Cove, Magic Lake Estates, Skana, Beddis, Cedar Lane, Cedars of Tuam, Fulford, Highland-Fernwood, Sticks Allison, Surfside)