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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](#)

Salt Spring Island (SSI)

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

Southern Gulf Islands (SGI)

- › [SGI Transportation Integration Plan](#)
- › [SGI Connectivity Plan](#)
- › [SGI Housing Strategy](#)
- › [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](#)

CORPORATE PLAN GOALS

- 16a Climate Action & Environment
- 16b Community Parks & Recreation
- 16c Drinking Water
- 16d Economic Development
- 16e Governance

- 16f Planning
- 16g Public Safety & Emergency Response
- 16h Transportation
- 16i Wastewater

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03 Operating Context

ACHIEVEMENTS IN 2024

JdF

1. Port Renfrew Official Community Plan review and update underway.
2. Port Renfrew Water and Sewer Master Plan underway.
3. JdF Active Transportation Network Plan development underway.
4. Kemp Lake Fishing Dock installation and upland improvements at Chubb Road complete.
5. Signing of MOU and development of workplan between CRD and Pacheedaht First Nation (joint project with CRD First Nations Relations, JdF Planning, JdF Parks and Recreation, CRD Integrated Water Services, CRD Regional Parks and Environmental Services).

SGI

1. Acquisition of property on Galiano Island for 20 units of affordable housing.
2. Rural Housing Program feasibility concluded, coordination funding secured, and program development initiated.
3. Multi-use Schooner Way School Trail on Pender Island received grant funding; phase 1 complete.
4. New pump track installed, and dock built at Magic Lake on Pender Island.
5. Miner's Bay Dock revitalization on Mayne Island.
6. Horton Bay Dock was renovated and now all 13 docks have had the major capital works completed.
7. Additional funding for rainwater barrel rebates allocated.
8. Grant funding for Connected Coast high speed internet project awarded.
9. Mayne Island Regional Trail scheduled to be completed in October 2024

SSI

1. Completion of the Centennial Park Plaza Replacement Project.
2. Completion of the Rainbow Recreation Centre Electrical Replacement Project.
3. Purchase and installation of Membrane Bio-Reactor Lifting Brackets for the Ganges Waste Water Treatment Plant.
4. Installation of three Speed Reader Boards at various locations in and around Ganges. (North End Road, Cusheon Lake Road and Lower Ganges Road).
5. Storage building upgrades (EH&S and security) at the Burgoyne Liquid Waste Facility.
6. SSI Public Library Archive Storage Climate Control System upgrade.
7. Highland/Fernwood back up power design.
8. Initiated a feasibility study for constructing a new regional trail on Salt Spring Island.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2025 AND BEYOND

- **Housing:** An extreme shortage of rental and affordable housing is driving urgent need for the CRD to implement the rural housing program for the Electoral Areas.
- **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 Electoral Areas 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 connection, and active transportation infrastructure.
- **Water & Wastewater:** prioritized capital project improvements to water and sewer systems in the electoral areas.
- Governance review to facilitate the transition of the Salt Spring Island Watershed Protection Alliance to the CRD.
- **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.
- Board directed the creation of a new Electoral Area Services department consolidating most services provided for the JdF, SSI and SG Electoral Areas under a new General Manager. This will be a considerable undertaking for staff starting in Q3 2025.
- **Community Parks:** Some CRD Community Parks are managed by volunteer commissions who deliver parks and recreation services on behalf of CRD. Through this volunteer model, the CRD is able to manage hundreds of community parks, trails, and shore accesses throughout Electoral Areas. Increases in the complexity of parks' management and corporate governance standards may require more 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 and SIMS.
- **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 sees annual changes in residential, commercial and industrial construction and subsequent building and development permits being issued.
- JdF Community Planning development application fee revenue fell below 2023 budget expectations by 10%. Application numbers in 2023 began at a steady rate; however, they decreased between

June and December in comparison with 2021 and 2022. Application fee revenue at the end of Q2 in 2024 was on track to meet the 2024 budget projection.

- Building permit revenue for 2021 to 2023 has rebounded from a COVID related drop in 2020. Previous building permit fee adjustments, to more realistically align with increased construction values, has helped to build a stronger budget for 2021 and beyond. Building permit revenue for the first half of 2024, however, has been lower than 2023 but it is anticipated that it will increase through the remainder of 2024 to an annual revenue not far behind that of 2023.
- Requests for building permit and file information have been increasing steadily since 2018. This trend is expected to continue through 2023 and onwards.
- **Public Safety & Emergency Response:** changes to federal and/or provincial legislation, including changes to public consultation procedures and bylaw enforcement action (e.g., introduction of Cannabis Retail licensing process), have resulted in additional staff time required to process applications and permits. Increased frequency of emergency incidents requiring dedicated staff time, such as wildfire, drought, heat wave, 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.
- Pending modernization of the BC's *Emergency Program Act* and regulations will require review of CRD resources and emergency plans required to ensure alignment with new legislation. The changes signaled by the province to date indicates this will exceed current program capacity.
- Shifting regulatory framework for fire services continues to evolve. This would prompt increased staff for operational support and a review of existing fire service delivery models and potential liabilities. This exceeds current capacity within the program.
- There is increased provincial regulatory standards for volunteer fire services that are consistent with career fire departments, compounding challenges in recruiting and retaining volunteers.
- The rigorous requirements of the regulations governing fire services requires a level of records management that is challenging for volunteer fire departments to achieve and maintain in order to comply with requirements. Evolving regulations and increased support needs of volunteer fire services to comply will require a review of Protective Services staff resourcing in 2023 and onwards.
- Increased First Nation capacity in emergency management with increased government-to-government coordination.

OPERATIONAL STATISTICS

All Electoral Areas

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

JdF

- JdF Community Parks oversees **27 community parks** and over **8.6 km of community trails**.
- JdF Community Recreation manages and maintains the **community hall in Port Renfrew** and provides financial assistance to **4 recreation programs** for the benefit of local residents.
- JdF Community Planning receives, reviews and processes applications for variances, development permits, rezoning, subdivision, soil deposit and removal, changes to the agricultural land reserve and radio communication towers. **In 2022 and 2023, 61 and 40 development applications** were received respectively. To date, **31 applications** have been received for **2024**.

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 Electoral Area Admin planning for future needs (such as housing, connectivity, transportation).
- There are **4 Community Parks and Recreation Services**, one for each island. They each manage several community parks, trails, and recreation facilities.
- 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.

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)
 - **2 indoor recreation centres**
 - **2 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 newly elected LCC with delegated decision-making authority for 14 island-wide 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, Island's 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, 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, and SIMS
- ▶ Facility maintenance of the SSI Library

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

- ▶ 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 Manager and Administrative Support)**

2. SGI ADMINISTRATION

Description

Responsible for the administration and management of service delivery in the SGI Electoral Area, including four SGI Parks and Recreation Services, Community Economic Sustainability Service, 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 management of a number of volunteer commissions and committees that administer or advise on the implementation of services. 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, and relationship building with First Nations
- ▶ Provide community coordination and engagement through Liaison program
- ▶ Support community planning solutions and address service gaps including affordable housing, connectivity, water conservation, climate, transportation
- ▶ 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 EAs 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 EA

- ▶ 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 Island 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 (Manager) + .8 FTE (via 4 part-time contract liaisons) + 0.10 FTE leadership support**

Planning

3. BUILDING INSPECTION

Description

Oversees the 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 building permit and file information and respond to Freedom of Information requests
- ▶ Process between 700 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances.
- ▶ Provide between 6,000 and 8,000 building inspection services per year
- ▶ Review all building permit applications for compliance with all applicable regulations
- ▶ Manage property files and enforcement, as needed

Staffing Complement

Building Inspection: **10.2 FTE (including 1 Manager and Administrative Support)**

4. 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 for compliance with land use regulations
- ▶ Provide land use information in response to inquiries from the public, developers, realtors, and consultants
- ▶ Review and amend land use regulation and policy documents 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)**

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:

- ▶ 8.6 km of trails
- ▶ 27 park facilities
- ▶ Two baseball fields and two tennis/pickleball courts
- ▶ Two playgrounds

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
- ▶ Port Renfrew Community Centre

Staffing Complement

Division: **0.6 FTE (Manager) + 2 Seasonal Parks Workers**

6. SSI COMMUNITY PARKS & RECREATION

Description

The 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)
- ▶ Over 30 recreation program contracts
- ▶ SSI Recreation Programs and special events
- ▶ Licensed preschool and daycare facilities
- ▶ Volunteers

Staffing Complement

Division: **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 carry out 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 in most cases, through the Electoral Areas Committee.

Safety & Emergency Management

STAFFING COMPLEMENT

Protective Services Division: **1 FTE + 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

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

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

9. BYLAW SERVICES AND ANIMAL CARE SERVICES

Description

Operational management of bylaw enforcement and animal control.

What you can expect from us

- ▶ Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests

Staffing Complement

Protective Services Division: **9.5 FTE (including staff contracted out to partner municipalities)**

Drinking Water

10. WATER SYSTEMS OPERATIONS & MAINTENANCE

Description

Wholesale water supply and distribution to the small water systems in the Electoral Areas.

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

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 small wastewater systems in the Electoral Areas. 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

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), including financial and staffing impacts, proposed for 2025. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)
16a-1 Explore options for an electoral area specific Climate Action service	Planned for 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
16a-4 Evaluate Juan de Fuca's rural water resources for development	2024
16b-1 Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed	Ongoing
▶ 16b-1.1 SSI Parks & Recreation SSI Multi-Space Staffing	2024-ongoing
▶ NEW IBC 16b-1.2 SSI Parks & Recreation Staffing	2025-ongoing
▶ NEW IBC 16b-1.3 SSI Administration Staffing	Removed from consideration for 2025
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	Planned for 2026
16b-4 Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible	2023-2025
16b-5 Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan	2023-ongoing

Initiative	Implementation year(s)
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-1 Advance the goals of the Community Economic Sustainability Commissions for Salt Spring Island and Southern Gulf Islands through planning and implementation activities	Ongoing
▶ INTER-RELATED see 5a-2.1 <i>Housing Opportunity Innovation and Outcomes Analysis in Housing & Health Community Need Summary</i>	2024-ongoing
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
▶ NEW IBC 16e-5.1 Electoral Area Services Department Oversight	2025-ongoing
▶ INTER-RELATED see 12b-4.1 <i>Meeting Management Improvements in Open Government Community Need Summary</i>	2023-2025
▶ INTER-RELATED see 15a-1 <i>SSI Local Community Commission in 2023 Electoral Areas Community Need Summary</i>	2024
16f-1 Implement the B.C. Energy Step Code requirements, as mandated by the provincial government	2023
▶ NEW IBC 16f-1.1 Maintaining Building Inspection Operations	2025-ongoing
16f-2 Digitize historical building permits, property files and other building records	2024-2025
▶ 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
16g-1 Continue to implement wildfire resiliency activities	Ongoing

Initiative	Implementation year(s)
16g-2 Enhance public notification processes for emergencies	2024
16g-3 Review and modernize fire and emergency management programs	2024-2025
▶ NEW IBC 16g-3.2 Electoral Area Fire Services Compliance and Coordination	2025-ongoing
▶ NEW IBC 16g-3.3 Electoral Area Fire Chief Conversion to CRD Staff	2025-ongoing
▶ NEW IBC 16g-3.4 Bylaw Enforcement Staffing	2025-ongoing
▶ INTER-RELATED see 9a-2.2 <i>Fire Services Coordination & Support in Safety & Emergency Management Community Need Summary</i>	2024-ongoing
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-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community	Ongoing
16i-2 Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities	2023-2024

* Subject to approval

06 Performance

GOALS 16A-16I

Targets & Benchmarks

- N/A

Measuring Progress

Ref	Performance Measure(s)	Type	2023 Actual	2024 Forecast	2025 Target	Desired trend
1	Building permits in all three electoral areas	Quantity	710	700	750	↗
2	Development application levels in the JdF Electoral Area	Quantity	40 ²	50	50	↗
3	Application of BC Energy Step Code for new construction	Quantity	45	140	140	→
4	Electoral Area Fire Departments meeting new structural fire fighter training standards (comes into effect March 2024)	Quality	N/A	6	7	↗
5	Meeting Management Improvements	Quantity	22	22	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; 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/Shaw (Pender/Mayne), CityWest-Connected Coast (Saturna, Galiano, Pender)

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.

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: This is highlighted as a future metric; improvements for the functionality in meeting management software and broadcasting of LCC meetings to improve electronic meeting participation and engagement.

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](#)

[Traffic Safety Commission](#)

Various [Local Service Area Commissions](#) incl.:

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