



**Notice of Meeting and Meeting Agenda  
Electoral Area Services Committee**

Wednesday, October 18, 2017

2:00 PM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

M. Hicks (Chair), W. McIntyre (Vice Chair), D. Howe, B. Desjardins (Board Chair, ex-officio)

**1. Approval of Agenda**

**2. Adoption of Minutes**

2.1. [17-753](#) Minutes of the September 20, 2017 Electoral Area Services Committee Meeting

**Recommendation:** That the minutes of the September 20, 2017 Electoral Area Services Committee meeting be adopted as circulated.

**Attachments:** [Minutes](#)

**3. Chair’s Remarks**

**4. Presentations/Delegations**

4.1. [17-759](#) Presentation: Casey Edge, Victoria Residential Builders Association

**5. Committee Business**

**5.1.**      [17-721](#)      2018 Service Plans Review Process

**Recommendation:** That the Electoral Area Services Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as presented.

**Attachments:**

[Staff Report: 2018 Service Plan Review Process](#)  
[Appendix A: 2018 Service Plan Summary Discussion Report](#)  
[Appendix B: Budget 2018 Proposed FTE Addition](#)  
[Appendix C: Service Plans Summaries](#)  
[Appendix D1: Building Inspection Service Plan](#)  
[Appendix D2: Juan de Fuca Planning Service Plan](#)  
[Appendix D3: Protective Services Service Plan](#)  
[Appendix D4: Salt Spring Island Administration](#)  
[Appendix D5: Southern Gulf Islands Initiatives](#)  
[Appendix D6: IWS Infrastructure Operations Service Plan](#)  
[Appendix D7: IWS Infrastructure Engineering Service Plan](#)  
[Appendix D8: IWS Customer & Technical Services Service Plan](#)  
[Appendix D9: Juan de Fuca Parks And Rec 2018 Service Plan Summary Sheet](#)  
[Appendix D10: Juan de Fuca Parks and Rec 2016-2019 Service Plan](#)

**5.2.**      [17-726](#)      Implications of the Building Act, Building Regulations, and BC Energy Step Code for the Capital Regional District

**Recommendation:** That the Electoral Area Services Committee recommends to the Capital Regional District Board:  
That staff update the building bylaw to reflect language contained in the Municipal Insurance Association document in order to address risk managements perspectives.

**Attachments:**

[Staff Report: Implications Blding Act, Regs. & BC Energy Step Code for CRD](#)  
[Appendix A: Prov'l Policy: Local Gvt Implementation-BC Energy Step Code](#)

**5.3.**      [17-645](#)      Feasibility Study Reserve Fund

**Recommendation:** That the Electoral Area Services Committee recommend to the Capital Regional District Board:  
That the Feasibility Study Reserve Fund be maintained for future feasibility studies.

**Attachments:**

[Staff Report: Feasibility Study Reserve Fund](#)

**5.4.**      [17-709](#)      Community Works Fund Applications

**Recommendation:** That the Electoral Area Services Committee recommend to the Capital Regional District Board:

That the following Community Works Fund applications be approved:

1. Mayne Island Early Childhood Society, Child Care Facility at Mayne Island School: \$41,750
2. Pender Island Parks and Recreation Service, Gardom Pond Dam Decommissioning \$100,000
3. Salt Spring Island (SSI) Parks and Recreation Service, SSI Bike Park: \$33,000

**Attachments:**      [Staff Report: Community Works Fund Applications](#)  
[Appendix A: Mayne Island Early Childhood Society CWF Application](#)  
[Appendix B: Pender Island Parks & Recreation CWF Application](#)  
[Appendix C: SSI Parks & Recreation CWF Application](#)  
[Appendix D: CRD Board Approved CWF Investments 2017-09-30](#)

**5.5.**      [17-694](#)      Salt Spring Island Parks and Trails Naming Convention Policy

**Recommendation:** That the Salt Spring Island Parks and Recreation Commission recommends to the Electoral Area Service Committee that the Capital Regional District Board approve the attached SSI Community Parks and Community Trails Naming Convention Policy.

**Attachments:**      [Staff Report: SSI Parks and Trails Naming Convention](#)

**6. New Business****7. Adjournment**

Next Meeting: November 15, 2017

To ensure quorum, please advise Pat Perna (pperna@crd.bc.ca) if you or your alternate CANNOT attend.

## Meeting Minutes

### Electoral Area Services Committee

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Wednesday, September 20, 2017

2:00 PM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

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**PRESENT:**

Directors: W. McIntyre (Vice Chair), D. Howe, W. Vowles (for M. Hicks), B. Desjardins (Board Chair, ex-officio)  
Staff: K. Lorette, General Manager, Planning and Protective Services; N. Chan, Chief Financial Officer; K. Campbell, Senior Manager, Salt Spring Island Administration; I. Lawrence, Manager Local Area Planning, Juan de Fuca; M. Cranwell, Building/Plumbing Inspector; B. Reems, Corporate Officer; P. Perna, Committee Clerk (Recorder)

The meeting was called to order at 2:19 pm.

#### 1. Approval of Agenda

The agenda was amended to add new business item 6.1. Status of Commissions on Southern Gulf Islands and Salt Spring Island - Verbal Report.

**MOVED by Director Howe, SECONDED by Alternate Director Vowles,  
That the agenda for the September 20, 2017 Electoral Area Services Committee meeting be approved as amended.**

**CARRIED**

#### 2. Adoption of Minutes

2.1. [17-684](#) Minutes of the June 21, 2017 Electoral Area Services Committee Meeting

**MOVED by Alternate Director Vowles, SECONDED by Director Howe,  
That the minutes of the June 21, 2017 Electoral Area Services Committee meeting be adopted as circulated.**

**CARRIED**

#### 3. Chair's Remarks

The Chair remarked on a new website on Salt Spring Island entitled "Opportunity Salt Spring" and the short video on this website called the "Rural Accelerator Program".

#### 4. Presentations/Delegations - None.

#### 5. Committee Business

5.1. [17-627](#) Community Works Fund Applications

**MOVED by Director Howe, SECONDED by Alternate Director Vowles  
That the Electoral Area Services Committee recommend to the Capital Regional District Board:**

**That the following Community Works Fund applications be approved:**

- 1. Juan de Fuca Parks and Recreation, Port Renfrew Tourism Trail: \$12,500.00**
- 2. Mayne Island Community Bus Society, Mayne Island Community Bus Purchase: \$25,000.00**
- 3. Epicentre Family Cooperative Society, The Epicentre Family Playground: \$12,000.00**

**CARRIED**

**5.2. [17-613](#) Grants in Aid**

**MOVED by Alternate Director Vowles, SECONDED by Director Howe,  
That the Electoral Area Services Committee recommend to the Capital Regional District Board:**

**That the following grant-in-aid applications be approved:**

- 1. Mayne Island Integrated Water Systems Society: \$2,000.00**
- 2. Galiano Seed Library: \$3,400.00**
- 3. Central Community Hall Society: \$5,000.00**

**CARRIED**

**5.3. [17-645](#) Feasibility Study Reserve Fund**

This report was postponed to the next Electoral Area Services Committee.

**6. New Business**

**6.1. 17-749 Status of Commissions on Southern Gulf Islands and Salt Spring Island.**

B. Reems provided a verbal report on a reviewing the governance structure on commissions and utilities on the Southern Gulf Islands and Salt Spring Island to see where efficiencies can be gained in moving to a consolidated approach or continuing with the current governance structure.

**MOVED by Director Howe, SECONDED by Alternate Director Vowles,  
That staff be directed to work on and report back to the Electoral Area Services Committee on the implications of consolidating some of the local area service and utility committees within the Southern Gulf Islands and Salt Spring Island electoral areas.**

**CARRIED**

**7. Motion to Close the Meeting**

**7.1. [17-686](#) Motion to Close the Meeting**

**MOVED by Director Howe, SECONDED by Alternate Director Vowles,  
That the meeting be closed in accordance with the Community Charter, Part 4, Division 3, 90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the board considers that disclosure could reasonably be expected to harm the interests of the regional district.**

**CARRIED**

The Committee moved to the closed session at 2:17 pm.  
The Committee rose from the closed session at 2:27 pm without report.

**8. Adjournment**

**MOVED by Director Howe, SECONDED by Alternate Director Vowles,  
That the September 20, 2017 Electoral Area Services Committee meeting be  
adjourned at 2:27 pm.  
CARRIED**

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Recorder



**REPORT TO THE ELECTORAL AREA SERVICES COMMITTEE  
MEETING OF WEDNESDAY, OCTOBER 18, 2017**

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**SUBJECT**     2018 Service Plans Review Process

**ISSUE**

All departments of the Capital Regional District (CRD) are currently working on 2018 financial plans, to be presented to the Committee of the Whole in November. The financial planning process begins with service plans, which establish the work plans over a four year cycle; the current service plans cover 2016 through 2019. This cover report is developed to provide information on the planning process to all Standing Committees and various Commissions reviewing the service plans.

**BACKGROUND**

Reporting on the service and financial planning process began with a report to the September 6, 2017, Finance Committee, which provided a high level overview of organizational service planning and the themes that were prevalent thus far in the 2018 budget process (Appendix A).

The planning cycle is aligned with the four-year election cycle and includes multi-year budgets to establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Board priorities.

Guided by the Board's strategic priorities, staff have developed multi-year service plans. Service plans outline core service information including key service drivers such as trends and assumptions, service levels, workforce considerations, and performance measures. These plans also highlight divisional initiatives and implications for the overall work program and budget for a specific area. This iterative process is intended to provide staff with an effective planning tool to deliver their work efficiently and enable the committees to assess proposed service levels and the implications of new initiatives. The presentation of service plans to the appropriate committee and commissions allows for a more detailed assessment of service delivery and programs. This process provides committees and commissions the opportunity to review work programs and recommend service level adjustments and/or initiatives. All adjustments and/or initiatives have been vetted organizationally with a focus on identifying opportunities to realign or reallocate resources and identify potential synergies or efficiencies between departments and services. Options to reduce service levels have also been reviewed as part of the service planning process.

Service plans drive the financial planning process and provide necessary information to evaluate overall organizational requirements, new initiatives, proposed service levels and implications for the budget and financial plan. Service plans are presented on an annual basis to all standing committees and commissions.

Under Board direction, the presentation of budgets is segregated between the Electoral Area Services Committee (EASC) or service commissions with delegated authority and the Committee of the Whole in November. The EASC and/or the service commissions are responsible for reviewing and recommending approval to the Board for electoral area-only service budgets on November 1, 2017, while regional and sub-regional service budgets will be presented to the Committee of the Whole on November 29, 2017. Ultimately, the Board is responsible for approval of all of the service budgets.

### **ALTERNATIVES**

#### *Alternative 1*

That the Electoral Area Services Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as presented.

#### *Alternative 2*

That the Electoral Area Services Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as amended.

### **IMPLICATIONS**

2018 Financial Plans are being completed and will be presented for review and approval at the EASC and Committee of the Whole meetings in November. The Financial Plan will reflect the results of the committee review of service plans. The budget planning cycle is linked to the statutory five year financial plan which shows the planned contribution of operating revenue required to fund proposed capital projects together with planned borrowing and anticipated grants. The financial plan is developed to ensure consistency and alignment with the legislative authority of the various CRD services which, upon approval, provide the expenditure authority for the operations of the CRD.

Service plans being presented for approval are attached and outline additional resources required by department. Appendix B is a summary of additional FTEs being proposed and outlines the position and the source of funding.

### **CONCLUSION**

The service and financial planning process are integral to providing ongoing service delivery. Departments have prepared service plans for presentation to the appropriate standing committee to provide a more detailed assessment and knowledge of service delivery and programs.



**RECOMMENDATION**

That the Electoral Area Services Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as presented.

Submitted by:	Amber Donaldson, MA, CPA, CMA, A/Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

AD:ngm

- Attachments: Appendix A: 2018 Service Plan Summary Discussion report (September 6, 2017)  
Appendix B: Budget 2018 Proposed FTE Additions  
Appendix C: Service Plans Summaries  
Appendix D: Service Plans:
1. Building Inspection
  2. Juan de Fuca Planning
  3. Protective Services
  4. Salt Spring Island Administration
  5. Southern Gulf Islands Initiatives



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**REPORT TO THE FINANCE COMMITTEE  
MEETING OF WEDNESDAY, SEPTEMBER 6, 2017**

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**SUBJECT 2018 Service Plan Summary Discussion**

**ISSUE**

A summary of organizational service planning information and themes that will be prevalent in the 2018 budget process is provided to allow for Finance Committee and Board discussion and to inform other Committees and Commissions.

**BACKGROUND**

The Capital Regional District (CRD) provides a broad range of services to businesses, institutions, organizations, visitors and over 378,000 residents of the region. Regional services are provided to the entire region; sub-regional services are provided to groups of participating municipalities, First Nations and three Electoral Areas; and local services are provided to individual municipalities, Electoral Areas or to defined areas within the region.

The planning process, which is outlined in Appendix A, begins with the development of the service plans covering a four year span, with the current service plans covering 2015-2019 and are updated each year to allow for changes, both internal and external to the organization. A service plan update summary is then developed to illustrate any deviations that have occurred from the previous year. The service plan summary outlines changes in assumptions, trends, and issues, highlights anticipated performance to budget, updates division initiatives, and outlines required service adjustments and staffing levels. The updated service plans and service plan summaries will be presented to committees and commissions throughout October and November

CRD services generally fall into one of three categories:

1. Regional services which have either been mandated due to regulatory requirements or established with clear advantages with respect to operating efficiency, planning and the ability to leverage and make effective use of capital investments;
2. Sub-regional services with oversight by commissions which recommend operating budgets (including transfers to reserve funds) and capital expenditure plans annually; and
3. Services that are provided to a defined area within the region, also with oversight by a Commission of volunteers.

The Priorities Dashboard tracks the implementation of Board and Corporate priorities. These priorities have resulted in investments for initiatives that accomplish Board objectives, respond to community needs, and improve efficiency while considering the overall fiscal capacity and maximizing the potential to leverage grants.

**2018 Service Plan**

The Corporate Service Plan Update Summary (Appendix B) provides an organizational overview of the service plan update summaries that will be reviewed by Committees and Commissions in October and November. Changes in Assumptions, Trends, and Other Issues categorizes the primary themes from all service plans into three groupings:

- a) Alignment to regulatory or legislative compliance,
- b) Impacts due to external situational factors, and
- c) Internal organizational impacts

***Alignment to regulatory or legislative compliance***

As the organization realizes continued growth, there is a need to realign the organization to reflect the scope and scale of similar local governments in administrative oversight, controls, regulatory and legislative frameworks.

The CRD is entering into increasingly complex partnering, operating, and third party agreements in support of strategic and corporate priorities. With Board endorsed policies on Climate Action, Risk & Asset Management as examples, the downstream impact of incorporating these emphases into all agreements is formidable. Furthermore, with many long term agreements expiring, there is a need to align renewed agreements with modern terms and conditions, and aforementioned Board supported policies and decisions. Through recent experiences this can result in challenging negotiations with existing providers.

There has also been an increase in recent years on the number of available grant opportunities in addition to the application, due diligence, and associated agreement requirements. Most funding programs require the recipient to adhere to stringent application, expenditure tracking and reporting guidelines, along with strict and often short deadlines.

***Impacts due to external situational factors***

External factors impacting the organization can have both positive and negative effects for the CRD and subsequently the municipalities and the region.

A strong and vibrant regional economy has resulted in a surge of development activity and population growth. The resulting direct and indirect impacts on current systems have led to a need for additional short and long term capital investment, various infrastructure improvements, and upgrades to maintain service levels within the region. Incremental ongoing operational maintenance, repairs and routine replacements will be required to support these systems as various services are impacted; for example, water connections and flow volume increases against current capacity. Subsequently, there is also an impact on internal staff capacity to maintain the pace of growth and expected service levels. Positively, development activity has resulted in additional revenue through increased volumes, in particular at Hartland landfill and wholesale water distribution.

Furthermore, a maturing organizational workforce combined with the capital region having one of the lowest unemployment rates in the country, will cause the CRD to continue to face challenges in staffing positions, especially those that require unique or specialized skills. This confluence will have both direct and indirect impacts on employee retention and turnover, vacancy duration, knowledge transfer, and transition periods of new personnel.

***Internal organizational impacts***

As the CRD has grown into a \$500M organization, it is well positioned to drive a renewed internal focus on organizational resilience in alignment with corporate and strategic priorities for effective and efficient service delivery.

In order to achieve this, an Organizational Development Plan was developed as a key deliverable and engagement tool to enhance organizational resilience and promote revitalization. The plan's

multi-year organization wide implementation is designed to ensure a high performing organization by building a culture that is engaged, responsive, adaptive and aligned with our service mandate. It supports the implementation of the 2015–2018 Corporate Plan and focuses on strengthening the foundational core of the organization through employee development, communication, and engagement.

In the third quarter of 2017, the Chief Administrative Officer was informed by the Auditor General for Local Government the CRD had been selected for a performance audit of the organization's business continuity and emergency plans and processes. The CRD plays a critical role in providing necessary services to the community and should be equipped to ensure a comprehensive, coordinated and organized approach to emergency management. The audit will assess the effectiveness of emergency management plans and programs and will focus on emergency management, business continuity management, and key elements including related policies and procedures. A key focus for the CRD will be on developing and refining business continuity and emergency planning systems, and will do so by following industry best practices that are relevant to the size and complexity of the organization.

Furthermore, there continues to be increases in the complexity of relationships with First Nations requiring further capacity building for CRD in deepening relationships. With current staffing levels, relationship building has been successful, but deeper engagement may be required for implementation of the Truth and Reconciliation Commission's (TRC) calls to action. There is also an operational need to involve First Nations in shared decision making moving forward.

## **IMPLICATIONS**

Because of the size and complexity of the organization and distributed location of operations throughout the region, there are many agreements and contracts that are negotiated and held in different locations. There is currently no central repository for completed contracts, agreements, or records management. This creates a significant risk to the organization that agreements are or will expire without a renewed contract or that wording and language is outdated or in need of standardization. An appropriate system along with policies and procedures will safeguard the CRD and will improve the process of knowledge transfer and continuity.

Investing in the development of organizational systems and setting up relevant processes and procedures are necessary to manage business, financial and legislative risks. Creating standardized processes will also assist staff in supporting services in both efficiency and effectiveness. Optimal and even automated reporting procedures will contribute to reducing manual processes, reconciliations, and in turn decrease the risk of significant errors.

With the regional growth rate exceeding and expected to continue to exceed the national average over the next 25 years, the CRD must implement systems, infrastructure, and appropriate resources to meet the steady demand on mandated, directed, delegated, and contractual and emergency services. In response to these challenges, one avenue the CRD should consider is additional shared service opportunities among the municipalities, electoral areas, and partner agencies. There is ongoing engagement and discussion among the region's CAOs and staff to proactively identify such opportunities.

**CONCLUSION**

The service planning process is an integral component of implementing the Board’s strategic priorities and providing ongoing service delivery. Service plans define the work that will be performed over a four year period and provide the foundation for building operating and capital budgets. This report has been developed to provide an overview of the themes that will be prevalent when reviewing the service plans and service plan summaries for 2018.

**RECOMMENDATION**

That the Finance Committee recommend to the Capital Regional District Board:

That the 2018 Service Plan Summary Discussion report be received for information and referred to Committees and Commissions for information as part of the 2018 service and financial planning process.

Submitted by:	Amber Donaldson, MA, CPA, CMA, Acting Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P.Eng., Acting Chief Administrative Officer

Appendix A: CRD Planning Process

Appendix B: Corporate Service Plan Update Summary

## Budget 2018

### Proposed FTE Additions

#### **Bylaw Enforcement & Animal Care**

- Description: Dog management in Regional Parks continues to be a public concern resulting in a service level adjustment with greater focus and emphasis on the enforcement of existing regulations and bylaws.
- Impact: 0.5 FTE will be required to support Regional Parks in monitoring and enforcement.
- Funding: This position will be funded internally through allocation from Regional Parks.

<p><b>SERVICE NAME:</b> Building Inspection</p>
<p><b><i>Changes in Assumptions, Trends, and Other Issues since 2017:</i></b> (linked to section 1.3 and 1.4 of the detailed service plan)</p> <ul style="list-style-type: none"> <li>• Regulations with respect to new provincial Act and the British Columbia Building Code are anticipated to come into effect by the end of 2017.</li> <li>• The New BC Energy Step Code and BC Housing Licensing and Consumer Services (formerly HPO-Homeowner’s Protection Office) came into effect March 2017. The BC Housing (HPO) Licensing program requires that all construction be carried out by Licensed Contractors and the Owner-Builders get certified by BC Housing to build their private residence.</li> </ul>
<p><b><i>Overall 2017 Budget Performance:</i></b> (linked to budget forecast to year end)</p> <ul style="list-style-type: none"> <li>• There is an overall favourable variance of \$242,000 (20%) due mainly to a significant favourable variance (\$255,000) in permit fee and contract fee revenue. This will be offset by an unfavourable variance (\$36,000) in salaries and wages and favourable internal recoveries of \$23,000. The resulting surplus will be:             <ol style="list-style-type: none"> <li>1. Used to fund increased auxiliary wages in 2018 of approximately \$41,000,</li> <li>2. Transferred to Permit Fee Reserve in 2017 as projections show that the Permit Fee Reserve will be underfunded by 2019.</li> </ol> </li> </ul>
<p><b><i>Update to Division Initiatives:</i></b> (linked to section 3 of the detailed service plan)</p> <ul style="list-style-type: none"> <li>• Dormant File Policy: Maintain the CRD Dormant File policy to include for the expiry of all building permits for 2002 or earlier.</li> <li>• Preparation work for digitization of old building permit files from micro-fiche.</li> </ul>
<p><b><i>Service Adjustments and Staffing Levels:</i></b> (linked to section 2 of the detailed service plan)</p> <ul style="list-style-type: none"> <li>• No change to the FTE count.</li> </ul>

<b>Key Performance Indicators: (linked to section 4 of the detailed service plan)</b>			
<b>Indicator Name</b>	<b>2017 Planned</b>	<b>2017 Projected</b>	<b>2018 Planned</b>
<p><b>Service Goal: Ensure application of building regulations, codes and practices.</b></p> <ul style="list-style-type: none"> <li>• % of building inspections in compliance with current BC Building Code (100%)</li> <li>• Conduct an average of 7 building inspections per day</li> <li>• Permit Fee Revenue</li> </ul>	<p>100%</p> <p>7</p> <p>\$708,210</p>	<p>100%</p> <p>7</p> <p>\$948,580</p> <p>(34% difference)</p>	<p>100%</p> <p>7</p> <p>\$800,000</p> <p>(13% increase from 2017 to 2018)</p>
<p><b>Service Goal: Provide acceptable response time to customer service requests.</b></p> <ul style="list-style-type: none"> <li>• Permit processing time is less than 21 days 80% of the time</li> <li>• Permit Fee Revenue as a % of Total Costs</li> </ul>	<p>&lt;21 days/80%</p> <p>57%</p>	<p>&lt;21 days/80%</p> <p>90%</p>	<p>&lt;21 days/80%</p> <p>70%</p>
<p><b>Service Goal: Provide information on building permit process, BC Building Code requirements and approved construction practices.</b></p> <ul style="list-style-type: none"> <li>• # of requests fulfilled per year for building inspection, transportation, demographic and/or development data* (18,675) <sup>1</sup></li> </ul>	<p>18,675 <sup>(1)</sup></p>	<p>22,440<sup>(2)</sup></p>	<p>22,440<sup>(2)</sup></p>

Note: <sup>(1)</sup> This is based on an average of 25 requests per day per office.

<sup>(2)</sup> This is based on an average of 30 requests per day per office.

## Contact

Name: Robert Gutierrez, RBO  
 Title: Manager, CRD Building Inspection  
 Contact information: 250.360.3230



**SERVICE NAME:** Juan de Fuca Electoral Area Planning

**Changes in Assumptions, Trends, and Other Issues since 2017:** (linked to section 1.3 and 1.4 of the detailed service plan)

- An increase in the number of development applications for 2017 (YTD) has resulted in staff resources being focused on meeting customer service targets. The filling of a vacant 0.5 FTE will allow staff to deliver other core services, such as consolidating land use and subdivision servicing bylaws for the Electoral Area while continuing to meet customer service goals.

**Overall 2017 Budget Performance:** (linked to budget forecast to year end)

- There is an estimated overall favourable variance of \$73,980 (12.6%). The surplus will be carried forward to 2018 to offset operating costs. This variance is due to lower than anticipated operating costs (\$31,000), mainly legal expenses and spending for LIDAR photography, an increase in revenue (\$22,500) due to an increase in development applications, and a favourable variance in internal recovery (\$20,000) from Regional Parks arising from a staff secondment from JdF Planning to Regional Parks.

**Update to Division Initiatives:** (linked to section 3 of the detailed service plan)

- Shirley/Jordan River and East Sooke Official Community Plan Updates: Proceed with adoption of proposed OCPs upon adoption of the new Regional Growth Strategy.
- Juan de Fuca Land Use and Subdivision Servicing Bylaw Updates: Filling the vacant 0.5 FTE will allow current staff to begin work reviewing and aligning subdivision standards within the JdF EA. Staff to undertake stakeholder engagement to update land use and subdivision regulations.

**Service Adjustments and Staffing Levels:** (linked to section 2 of the detailed service plan)

- Funding the vacant 0.5 FTE to address increased office work load and allow work to continue on Service Plan initiatives (estimated \$35k + expenses).
- 0.2 FTE has been transferred from Juan de Fuca Community Parks and Recreation to Juan de Fuca Electoral Area Planning to accommodate administrative assistance provided by Planning staff. Funding is estimated at \$11k + expenses.

<b>Key Performance Indicators: (linked to section 4 of the detailed service plan)</b>			
<b>Indicator Name</b>	<b>2017 Planned</b>	<b>2017 Projected</b>	<b>2018 Planned</b>
<p><b>Service Goal: Maintain quality community planning and engagement processes</b></p> <ul style="list-style-type: none"> <li>• Target a minimum of 1 Official Community Plan update each year</li> <li>• # of CRD educational workshops delivered or partnered annually*</li> <li>• Initiate bi-annual survey to gauge applicant satisfaction with Development Services (target 50% applicant completion rate)</li> <li>• # of Advisory Planning Commissions active annually</li> </ul>	<p>1</p> <p>5</p> <p>Yes</p> <p>5</p>	<p>0</p> <p>0</p> <p>No</p> <p>5</p>	<p>2</p> <p>5</p> <p>No</p> <p>5</p>
<p><b>Service Goal: Provide high levels of customer service</b></p> <ul style="list-style-type: none"> <li>• Process 100% of zoning amendment applications within 8 months of completed application.</li> <li>• Process 100% of development permit and development variance permits within 2 months of a completed application</li> <li>• # of requests fulfilled per year for building inspections, transportation, demographic and/or development data/information**</li> </ul>	<p>100</p> <p>100</p> <p>4980 <sup>(1)</sup></p>	<p>100</p> <p>100</p> <p>7380 <sup>(2)</sup></p>	<p>100</p> <p>100</p> <p>6150 <sup>(3)</sup></p>

Note: <sup>(1)</sup> This is based on an average of 20 requests per day.

<sup>(2)</sup> This is based on an average of 30 requests per day.

<sup>(3)</sup> This is based on an average of 25 requests per day.

\* *Educational materials, including brochures, to be developed in place of workshops*

\*\* *Corporate indicator – Multiple divisions may contribute to this measure*

## Contact

Name: Iain Lawrence

Title: Manager, Juan de Fuca Local Area Planning

Contact Information: 250.642.8104

**SERVICE NAME:** Protective Services**Changes in Assumptions, Trends, and Other Issues since 2017:** (linked to section 1.3 and 1.4 of the detailed service plan)

- Construction on South Island Communications Centre to start Fall of 2017 complete Jan 2019. This facility will consolidate the 911 PSAP and Police Dispatch services in the CRD into a single operational site with E-Comm as the contracted operator.
- Increased collaboration with FN's on emergency management in the CRD. This is aligned with EMBC's recent agreement with INAC to provide emergency program support to FN's.
- The BCSPCA no longer providing vet services to strays. This decrease in service from that sector is now impacting CRD budgets as we are now having to absorb additional vet service costs.
- OFC fire training guidelines per the Playbook severely challenging some rural fire services to meet these standards. This creates inequity in some areas that are challenged with recruitment and retention of volunteers.
- IWS is undertaking post-disaster planning for the CRD water system. This will be aligned with the overall CRD emergency plans and will inform other local authorities in the region with respect to their post disaster plans related to water supply.
- The Regional Emergency Management Partnership (REMP) between the CRD and the province is beginning implementation of its strategic plan to improve collaborative response to regional emergencies. This will assist with the overall regional coordination of resources and response amongst local authorities in the region in the event of a multi-jurisdictional emergency.
- The AGLG is undertaking an audit of the CRD's Emergency Management program in October 2017. This audit will review all aspects of the CRD's emergency program and will provide a report back on results.

**Overall 2017 Budget Performance:** (linked to budget forecast to year end)

- **Regionally Funded Services (Corporate Emergency, Hazmat, Regional Support)** – There is a \$20,000 favourable (12.2%) variance due to the cessation of the use of E Team. This variance will be used to fund improvements required for the Regional Emergency Operations Centre in 2017.
- **Fire Protection** – No significant variances from budget expected.
- **Animal Care** – Continued pressure on vet services and legal expenses will result in overspending of \$32k. This will be offset by a budgeted Contingency of \$29k and recoveries from Bylaw.
- **Emergency Communication/Dispatch – (911 Call Answer, 912 PSAP)** – Call Answer Levies (CAL) are anticipated to be \$150,000 (10%) below budget. RCMP contract for services estimated to be \$80,000 (68%) below budget, offset by shortfall in CAL revenue in 912 PSAP service of \$50,000 (11%). Remaining surplus to be carried forward to 2018. Payback to Victoria, Saanich PSAP members will be \$103,000 (11%) below budget.

**Update to Division Initiatives:** (linked to section 3 of the detailed service plan)

- Construction on the Port Renfrew/Pacheedaht Earthquake Early Warning/Tsunami siren system begins in fall of 2017. The project will see the establishment of three sirens in this high risk area to warn residents of potential tsunamis.
- Construct South Island Communications Centre to meet January 2019 operational target.
- Upgrade Emergency Communications Infrastructure to ensure effective communications within the region and to external agencies in the event of telecommunications system failure.
- Acquire reserve fire apparatus for EA Fire services to provide timely spare when frontline engines are down for repair and maintenance to ensure service continuity. The spare would be held at Hartland Landfill and would also act as on site fire suppression support to Hartland as required. This is a collaborative purchase with Hartland.

- Enhance on call Duty Emergency Manager capability to better serve the organization and to relieve excessive after hours pressure on the two current emergency managers that take call.
- Improve EOC/building supplies for emergencies to ensure that emergency operations can be sustained during disaster events consistent with legislative requirements.

***Service Adjustments and Staffing Levels: (linked to section 2 of the detailed service plan)***

- Increase of on-call Duty Emergency Manager capability to better serve the organization and to relieve excessive after hours pressure on the two current emergency managers that take call. \$25K funded through requisition.
- Increase parks patrols in Regional Parks by Bylaw Officers, \$100K recovery from Parks to fund a .5 FTE and additional auxiliary hours to provide four hours of Parks patrol daily x 365

<b>Key Performance Indicators: (linked to section 4 of the detailed service plan)</b>			
<b>Indicator Name</b>	<b>2017 Planned</b>	<b>2017 Projected</b>	<b>2018 Planned</b>
<p>In section 4 of your Service Plan, select 2017 and 2018 indicators or measures and summarise at a high level. If you have any new or updated KPIs or unchanged KPIs related to 2017 and 2018 you'll add them here. This table is a snapshot of your service plan section 4 related to 2017/2018 indicators.</p>			
<b>Maintain and enhance public safety through emergency management and response</b>	<b>2017 planned metric</b>	<b>2017 projected metric</b>	<b>2018 planned metric</b>
Corporate Emergency Operations Centre	2 exercises per year	2 exercises per year	2 exercises per year
Hazardous Material Response Readiness	Ensure a minimum of 70 hazmat technicians	Ensure a minimum of 60 hazmat technicians	Ensure a minimum of 60 hazmat technicians
911 Call Answering	95% of 911 calls are handled within 15 seconds	95% of 911 calls are handled within 15 seconds	95% of 911 calls are handled within 15 seconds
Trained SAR volunteers	30 trained volunteers on roster	30 trained volunteers on roster	40 trained volunteers on roster
<b>Ensure Quality Animal Care Services for Region</b>			
Ensure Quality Animal Care Services for Region	Rehome more than 90% of dogs and cats from CRD animal care facilities annually	Rehome more than 90% of dogs and cats from CRD animal care facilities annually	Rehome more than 90% of dogs and cats from CRD animal care facilities annually

## Contact

Name: Shawn Carby  
 Title: Senior Manager, Protective Services  
 Contact Information: 250.360.3186

**SERVICE NAME:** Salt Spring Island Administration

**Changes in Assumptions, Trends, and Other Issues since 2017:** (linked to section 1.3 and 1.4 of the detailed service plan)

- Referendum for incorporation scheduled for September 9, 2017, and will impact division operations regardless of outcome (potential to transfer operation and management of utilities and conversion of water improvement district).

**Overall 2017 Budget Performance:** (linked to budget forecast to year end)

- Savings in salaries due to vacancy in Engineer position will be partially offset by lower labour recoveries; transfer to capital will be increased to fund higher than planned leasehold improvements
- Transportation: There is a \$15,000 (16.6%) unfavourable variance in operating cost to repair damaged pathway infrastructure. Offset with a reduction in transfer to capital reserves. The current balance of the capital reserve is \$907,832.
- Transit: There is a \$16,000 (4.2%) favourable variance in operating costs due to BC Transit's utilizing internal reserves to offset their base level operating costs thereby reducing CRD proportional share.
- Economic Development: There is a \$13,000 (32.6%) favourable variance due to unexpected funds in strategic plan initiatives. Surplus to be carried forward into 2018 to offset future strategic plan initiatives.
- Community Recreation: There is \$4,000 (6.81%) favorable variance of fees revenue driven by successful program offerings. Surplus to be carried forward into 2018 to offset additional administrative support.

**Update to Division Initiatives:** (linked to section 3 of the detailed service plan)

- Administration Office: New office Ganges Village completed as July 2017. Will require ongoing funding for annual lease and short term loan repayment (2017-2021) for renovations.
- Athletic Fields Acquisition: Application for non-farm status of ALR lands to develop playing fields was denied by the ALC; search for non-ALR lands underway. \$100,000 of available park land acquisition funds were used to purchase three lots to provide a connector trail between the Trincomali Trail Network and Dunbabin Park.
- Economic Development: Developed website ([www.opportunitiesaltspring.com](http://www.opportunitiesaltspring.com)). Implementing grant for Rural Accelerator program to grow local economy by building business capacity, mentoring entrepreneurs, and creating employment opportunities. Working with Chamber of Commerce and accommodation sector on Salt Spring and Southern Gulf Islands to develop business plan to pursue MRDT tax.
- Ganges Harbour Walk: Preliminary infrastructure assessment in progress.
- Fernwood Dock: 90% of infrastructure improvements to be completed by December 2017
- Transportation: Designs for multi-use pathway and cycling in progress. Construction projected to commence in the 2<sup>nd</sup> Quarter of 2018. Completed Rainbow Road pathway to high school. Atkins Road to be completed by September 30.
- Transit: Implemented and expanded Saturday summer service on #2 Fulford Harbour route. Approved additional 500 evening service hours in 2018/2019 Monday to Thursday. New bus shelter to be installed in Q4 on Lower Ganges Road and Crofton.
- Beddis: Potassium permanganate injection and equipment project complete. Creekside pressure control station rebuild complete. Failed variable frequency drive repair completed. Backwash supply tank installed.

- Cedars of Tuam: Sand removal and pressure transducer installation completed. New well site secured. Scope of work underway for preliminary designs and costs to put new well into production.
- Fulford Water: Morningside main replacement underway. 2901 Fulford Road water service replacement completed.
- Maliview Sewer: Inflow and infiltration inspection completed and repair work to commence upon completion of outfall repair (land section) which is scheduled to be completed 2017.
- Ganges Sewer: Capital improvement program in progress. Generator set electrical designs and install underway.
- Burgoyne Liquid Waste: Septage receiving station and storage tank installation and construction in progress. Access road improvements completed.

***Service Adjustments and Staffing Levels: (linked to section 2 of the detailed service plan)***

- Additional staffing levels: Aquatic facility will benefit from a 4.1 FTE with CRD assuming full operation and management effective Apr. 1, 2018; and a 0.5 FTE increase for recreation programmer in 2018 to be recovered from programming revenue.



<b>Key Performance Indicators: (linked to section 4 of the detailed service plan)</b>			
<b>Indicator Name</b>	<b>2017 Planned</b>	<b>2017 Projected</b>	<b>2018 Planned</b>
<b>Service Goal: User fees and admission revenues as a % of total costs</b>	Pool 26.6% Parks 20.4% Recreation 57.0%	Pool 25.9% Parks 20.9% Recreation 62.2%	Pool 28.5% Parks 20.3% Recreation 63.6%
<b>Service Goal: Increase access to parks and recreational opportunities</b>	3 active parks 58 passive parks	3 active parks 58 passive parks	3 active parks 59 passive parks
<b>Service Goal: Increase access to parks and recreational opportunities</b>  <ul style="list-style-type: none"> <li>Active Parks (Athelctic Fields Land Acquisition, / Portlock Park Multisport Court Renovation)</li> </ul>	Conceptual design for playing fields. Upgrade multisport court at Portlock	Update the 2009 Parks and Recreation Strategic Plan	Develop a master plan for Portlock Park, establish location for multisport court.
<b>Service Goal: Increase access to parks and recreational opportunities</b>  <ul style="list-style-type: none"> <li>Passive Parks (Centennial Park Master Plan Implementation)</li> </ul>	Replace Centennial Park washroom facility	Develop a storm water and drainage plan for Centennial Park	Replace Centennial Park washroom facility
<b>Service Goal: Increase access to parks and recreational opportunities</b>  <ul style="list-style-type: none"> <li>Rainbow Road Aquatic Centre System Enhancement</li> </ul>	Implement new revenue and cash handling procedures at the pool and install registration program	Registration software installed (Perfect Mind) Pool operations contact reviewed and business case presented to CRD Board	CRD to take over operations/staffing April 1, 2018
<b>Service Goal: Support multi-modal transportatoin planning and investment</b>  <ul style="list-style-type: none"> <li>Pathway and dock construction and improvements</li> </ul>	Fernwood Dock captial repair and inspection	Inspection completed; 90% repair work complete	Complete final repairs. Monitor identified issues in condition report for further work
	Construct Rainbow Road pathway;	Section one completed; detailed designs for remainder underway	Construction to be completed.
	Pedestrian improvements	Complete Ganges pathway network	Identify new pathway infrastructre projects



	2015/2016	2016/2017	Variance
<b>Local Investment Measures</b>			
Revenue Service Hours	7,000	7,000	0%
Total Cost	\$565,000	\$560,000	-1%
Service Hours per capita	1.35	1.33	-1%
Fleet size	4	4	0%
<b>Return on Investment</b>			
Passenger trips	107	101	-5%
Total revenue	\$196,000	\$202,000	3%
Passenger Trips per capita	20.4	19.1	-6%
Revenue per trip	\$1.83	\$1.99	9%
<b>Performance</b>			
Operating Cost per service hour	\$68.88	\$65.13	-5%
Operating costs per passenger trip	\$4.58	\$4.54	-1%
Passenger trip per service hour	15.0	14.3	-5%
Operating cost recovery	40.1%	43.8%	9%

## Contact

Name: Karla Campbell

Title: Senior Manager, Division

Contact Information: 250.538.4300

<p><b>SERVICE NAME:</b> Southern Gulf Island Initiatives</p>
<p><b><i>Changes in Assumptions, Trends, and Other Issues since 2017:</i></b> (linked to section 1.3 and 1.4 of the detailed service plan)</p> <ul style="list-style-type: none"> <li>• All trends identified in 2016 continue to apply</li> <li>• Administrative structure under review which may impact staffing and budget</li> <li>• Addition of teleconferencing equipment acquisition and installation project</li> </ul>
<p><b><i>Overall 2017 Budget Performance:</i></b> (linked to budget forecast to year end)</p> <ul style="list-style-type: none"> <li>• No significant variance to budget with the exception of additional revenue from a CWF grant for CESC Strategic Plan SGI2020 (\$50,000) and matching expenses</li> <li>• Administrative structure under review may impact budget requisition</li> <li>• Allocation of \$50,000 to support teleconferencing initiative</li> </ul>
<p><b><i>Update to Division Initiatives:</i></b> (linked to section 3 of the detailed service plan)</p> <ul style="list-style-type: none"> <li>• Progress made on CESC initiatives, including Social Finance and Organizational Structure, with preparation of CESC Strategic Plan SGI2020, which is out for public consultation; draft SSI and SGI Regional Trails Plan out for public review; ETGI Concept Plan and SGI Food &amp; Agriculture Strategy approved by Board; Community bus and Inter-island ferry information reports completed</li> <li>• Several initiatives have been delayed including Salish Sea Registry, Mayne Island Demonstration Trail, Broadband Improvement, Inter-island ferry pilot project, ETGI Implementation Plan, and Food and Agriculture Strategic Initiatives</li> <li>• Acquisition and installation of teleconferencing equipment and facilities on all islands to facilitate inter-island communication</li> </ul>
<p><b><i>Service Adjustments and Staffing Levels:</i></b> (linked to section 2 of the detailed service plan)</p> <ul style="list-style-type: none"> <li>• Administrative structure under review and may affect FTE</li> </ul>

<b>Key Performance Indicators: (linked to section 4 of the detailed service plan)</b>			
<b>Indicator Name</b>	<b>2017 Planned</b>	<b>2017 Projected</b>	<b>2018 Planned</b>
<b>Service Goal: Service Plan update</b>	approved	approved	refined
<b>Service Goal: New SGI Administrative Structure</b>	Identified	identified	Implemented
<b>Service Goal: CESC Strategic Plan SGI2020</b>	Community support	Implemented	Refined

## Contact

Name: June Klassen

Title: Manager, Service Delivery SGI

Contact Information: 250.360.3275

# Service Plan for Building Inspection

2016-2019  
(2018)

Capital Regional District

*Date submitted: July 18~~7~~, 2017*  
*Date updated: July 18~~7~~, 2017*



Making a difference...together

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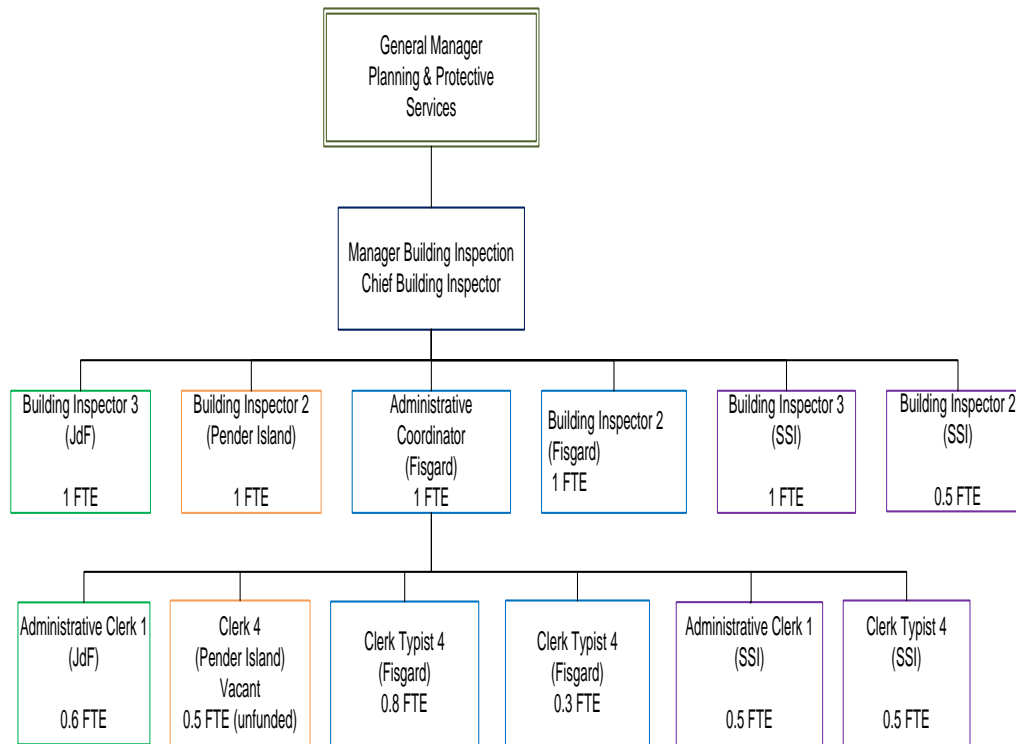
# 1 Overview

## 1.1 Division & Service Summary

The Building Inspection Division works to provide protection to the residents of the Capital Region for the health, safety, structural integrity, and the fire protection of buildings through the BC Building Code, CRD Building Bylaws, and the *Local Government Act/Community Charter*.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<ul style="list-style-type: none"> <li>Provide information on the building permit process, BC Building Code requirements and approved construction practices</li> </ul>	CRD Electoral Areas <del>Pacquachin, Tsartlip, Tsawout and Songhees First Nations</del>	Partial requisition, <del>and building permit fees and invoicing for fees for service</del>	Electoral Area Services Committee CRD Board
<ul style="list-style-type: none"> <li>Process building permit applications ensuring compliance with all applicable regulations</li> </ul>	CRD Electoral Areas <del>Pacquachin, Tsartlip, Tsawout and Songhees First Nations</del>	Partial requisition, <del>and building permit fees and invoicing for fees for service</del>	Electoral Area Services Committee CRD Board
<ul style="list-style-type: none"> <li>Provide building inspection services</li> </ul>	CRD Electoral Areas <del>Pacquachin, Tsartlip, Tsawout and Songhees First Nations</del>	Partial requisition <del>and building permit fees and invoicing for fees for service</del>	Electoral Area Services Committee CRD Board

## 1.2 Organization Chart



## 1.3 Key Trends, Issues & Risks – Service Specific

Recent trends or issues that affect building inspection services include:

- Changes to provincial building acts, legislation and regulations with respect to new provincial changes to the *Community Charter*, *The Local Government Act*, and the *British Columbia Building Code*.
- Changes to Provincial Regulations due to Climate Change Initiatives. (New Energy Code requirements).
- Home Owner Protection Office (BC Housing) requirements to have all owner builders be certified in order to receive building permits to construct a single family dwelling.
- Staff time spent providing services to ~~to Electoral Area Directors or~~ CRD departments can result in less time spent carrying out building inspections activities.
- Having adequate staff and resources to process new- the high volume of building permit applications and complete existing active files.
- Increase in residential and commercial construction and the number of building permits being issued.
- Senior staff retirement replacement 2017/18.

## 1.4 Link to Priorities

### PROTECTIVE SERVICES

- Oversee compliance with applicable building regulations

### CORPORATE DEVELOPMENT

- Ensure CRD service delivery is effectively supported through the development of best practices.

### EDUCATION, OUTREACH & INFORMATION



- Demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

## 2 Services

### 2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Ensure Regulatory Compliance</b>	<ul style="list-style-type: none"> <li>• Manage violation files, register notices on title and follow up on issues</li> <li>• Manage remedial action files</li> <li>• Carry out contract work for removal of derelict structures</li> </ul>	<u>Review &amp; assess</u>	Amend the current Building Inspections Bylaw to comply with Bill-3 <i>Building Act</i> 2015.	<u>Review &amp; assess</u> <u>Review and assess current Building Inspections bylaws with new amendments to the Building Regulation</u>	Adjust to meet service delivery needs, as required
<b>Process Building Permits</b>	<ul style="list-style-type: none"> <li>• Process building permit applications for Malahat, Willis Point, Juan de Fuca area, Salt Spring Island, Southern Gulf and small islands <u>and First Nations</u></li> <li>• Maintain building permit files</li> <li>• Maintain building permit records in Tempest</li> </ul>	<u>Review &amp; assess</u>	<ul style="list-style-type: none"> <li>• <u>Process building permit applications for Malahat, Willis Point, Juan de Fuca area, Salt Spring Island, Southern Gulf and small islands</u></li> <li>• <u>Maintain building permit files</u></li> </ul> Adjust to meet service delivery needs, as required	<ul style="list-style-type: none"> <li>• <u>Process building permit applications for Malahat, Willis Point, Juan de Fuca area, Salt Spring Island, Southern Gulf and small islands</u></li> <li>• <u>Maintain building permit files</u></li> </ul> Maintain building permit records in Tempest <u>Review &amp; assess</u>	<ul style="list-style-type: none"> <li>• <u>Process building permit applications for Malahat, Willis Point, Juan de Fuca area, Salt Spring Island, Southern Gulf and small islands</u></li> <li>• <u>Maintain building permit files</u></li> </ul> Adjust to meet service delivery needs, as required

<p><b>Conduct Inspections</b></p> <p><b>Maintain Competency/Qualification Requirements that are now required by <i>Building Act</i></b></p>	<ul style="list-style-type: none"> <li>• Provide building inspector coverage in all offices</li> <li>• Provide inspection services in all areas</li> <li>• <u>Provide building inspectors with information and access to training and development</u></li> </ul>	<p><del>Review &amp; assess</del></p>	<ul style="list-style-type: none"> <li>• <u>Provide building inspector coverage in all offices</u></li> <li>• <u>Provide inspection services in all areas</u></li> <li>• <u>Provide building inspectors with information and access to training and development</u></li> </ul> <p><del>Provide all inspectors with information and access to training and development</del></p>	<ul style="list-style-type: none"> <li>• <u>Provide building inspector coverage in all offices</u></li> <li>• <u>Provide inspection services in all areas</u></li> <li>• <u>Provide building inspectors with information and access to training and development</u></li> </ul> <p><del>Review &amp; assess</del></p>	<p>Adjust to meet service delivery needs, as required</p>
<p><b>Provide Information and Administrative Support</b></p>	<ul style="list-style-type: none"> <li>• Update building bylaw, policies and procedures</li> <li>• Provide consultant services regarding planning and land use, sewer and water, fire suppression etc.</li> <li>• Provide cash handling, point of sale and reception point for CRD <del>Building Inspection on Salt Spring Island and in the Juan de Fuca area</del></li> <li>• Issue and maintain house addressing for Juan de Fuca, Salt Spring Island and The Southern Gulf Islands</li> </ul>	<p><del>Review &amp; assess</del></p>	<ul style="list-style-type: none"> <li>• <u>Update building bylaw, policies and procedures</u></li> <li>• <u>Provide consultant services regarding planning and land use, sewer and water, fire suppression etc.</u></li> <li>• <u>Provide cash handling, point of sale and reception point for CRD Building Inspection</u></li> </ul> <p><del>Issue and maintain house addressing for Juan de Fuca, Salt Spring Island and The Southern Gulf</del></p>	<ul style="list-style-type: none"> <li>• <u>Update building bylaw, policies and procedures</u></li> <li>• <u>Provide consultant services regarding planning and land use, sewer and water, fire suppression etc.</u></li> <li>• <u>Provide cash handling, point of sale and reception point for CRD Building Inspection</u></li> </ul>	<p>Adjust to meet service delivery needs, as required</p>

			Islands Adjust to meet service delivery needs, as required	Issue and maintain house addressing for Juan de Fuca, Salt Spring Island and The Southern Gulf Islands Review & assess	
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## 2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Total Building Inspection staff (4 workplace locations)</b>	9.7	9.7	9.7	9.7	9.7

No services or staffing level increase for 2017-2018. One FTE position has been intentionally left vacant in 2016 but can be filled at a later date if there is an increase in building permit activity and correlating building inspection requests.

## 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>2016-2019</b>			
<b>Building Bylaw Update</b> To be completed by the end of 2017	Amend current Building Bylaw to incorporate changes from the 2012 BC Building Code and the new Bill-3 <i>Building Act</i> 2015	Climate Change Protective Services	Core budget
<b>Dormant File Policy</b>	<del>Amend the</del> Maintain and implement CRD Dormant File policy to include for the expiry of all building permits from 2000 or earlier		Core budget
<b>Risk and Liability Claims Monitoring</b>	Monitor legal claims to ensure appropriate inspection procedures and update policy manual accordingly		Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>Salt Spring Island Governance Changes</b>	Prepare building inspection records for potential governance changes	Governance	Core budget
<b>First Nations Contracts</b>	Complete new contracts for building inspection services	Corporate Development	Core budget

# 4 Goals & Performance Indicators

Indicator Name	2017 Planned	2017 Projected	2018 Planned
<p><b>Service Goal: Ensure application of building regulations, codes and practices.</b></p> <ul style="list-style-type: none"> <li>% of building inspections in compliance with current BC Building Code (100%)</li> <li>Conduct an average of 7 building inspections per day</li> <li>Permit Fee Revenue</li> </ul>	<p>100%</p> <p>7</p> <p>\$708,210</p>	<p>100%</p> <p>7</p> <p>\$948,580</p> <p>(34% difference)</p>	<p>100%</p> <p>7</p> <p>\$800,000</p> <p>(13% increase from 2017 to 2018)</p>
<p><b>Service Goal: Provide acceptable response time to customer service requests.</b></p> <ul style="list-style-type: none"> <li>Permit processing time is less than 21 days 80% of the time</li> <li>Permit Fee Revenue as a % of Total Costs</li> </ul>	<p>&lt;21 days/80%</p> <p>57%</p>	<p>&lt;21 days/80%</p> <p>90%</p>	<p>&lt;21 days/80%</p> <p>70%</p>
<p><b>Service Goal: Provide information on building permit process, BC Building Code requirements and approved construction practices.</b></p> <ul style="list-style-type: none"> <li># of requests fulfilled per year for building inspection, transportation, demographic and/or development data* (18,675) <sup>1</sup></li> </ul>	<p>18,675 <sup>(1)</sup></p>	<p>22,440<sup>(2)</sup></p>	<p>22,440<sup>(2)</sup></p>

Note: <sup>(1)</sup> This is based on an average of 25 requests per day per office.  
<sup>(2)</sup> This is based on an average of 30 requests per day per office.

## Contact

Name: Robert Gutierrez, RBO  
 Title: Chief Building Inspector and Manager Building Inspection  
 Contact Information: 250-360-3230

# Service Plan for Community Planning Juan de Fuca Electoral Area

2016-2019

Capital Regional District

*Date submitted: October 2015*  
*Date updated: October 2016*

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# 1 Overview

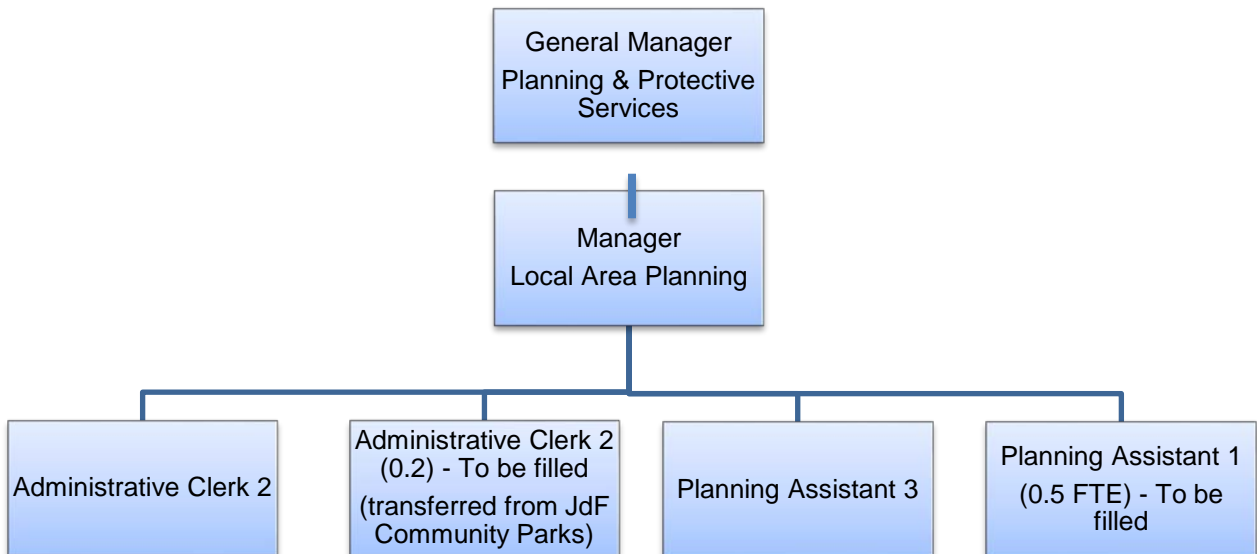
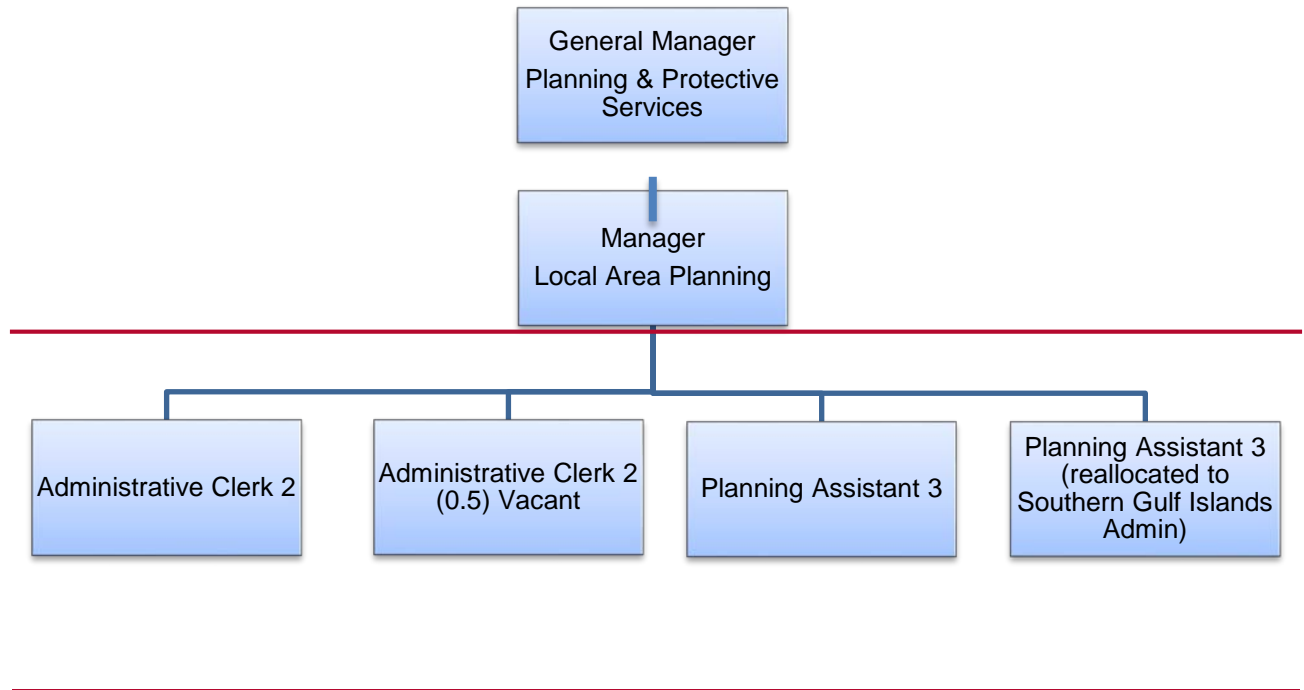
## 1.1 Division & Service Summary

The Juan de Fuca (JdF) Electoral Area (EA) Community Planning Service 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.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Community Planning</b> – Prepare, review and amend five Official Community Plans (OCPs) and two Comprehensive Community Plans; participate in park plan review &amp; services, water &amp; sewer servicing reviews; implementing OCP objectives; related policy research and data collection</p> <p><b>Development Services</b> – Prepare and administer five Land Use Bylaws (LUBs); Process OCP and zoning bylaw amendments, development permits, development variance permits, soil deposit/removal permits, temporary use permits and review land referrals, subdivision referrals, building permits, park dedications and Agricultural Land Reserve (ALR) applications</p> <p><b>Customer Service</b> – Respond to development inquiries; Provide general community and specific land use information; Liaise with external agencies and internal departments</p> <p><b>Administrative Services</b> – Prepare agendas and minutes, and provide administrative support for the Juan de Fuca Land Use Committee, seven advisory commissions, and two Boards of Variance; Maintain a records management system, implement new technology and update GIS mapping</p>	<p>JdF EA, including the six communities of East Sooke, Malahat, Otter Point, Port Renfrew, Shirley/Jordan River and Willis Point, and the Rural Resource Lands</p>	<p>Development fees, Requisition and Gas Tax funding</p>	<p>JdF Land Use Committee East Sooke, Otter Point, Shirley/Jordan River, Port Renfrew and Willis Point Advisory Planning Commissions (APCs) JdF Agricultural Advisory Planning Commission (AAPC) JdF Economic Development Commission (EDC) JdF Electoral Area Parks and Recreation Advisory Commission JdF Board of Variance Malahat, Willis Point Board of Variance Electoral Areas Services Committee Planning, Transportation &amp; Protective Services Committee CRD Board – Voting Blocks “A” and “B” Full CRD Board</p>



## 1.2 Organization Chart



## 1.3 Key Trends, Issues & Risks – Service Specific

Within the JdF EA, recent trends or issues that may affect the division include:

- Changes to provincial Acts and the overall regulatory environment (for example: sea level rise; community governance reviews; Treaty negotiations) requires on going education for staff and engagement with residents and internal stakeholders.
- Increased Board oversight of local planning applications, as well as multiple advisory commissions, impacts the division's processes for applications and bylaw amendments.
- ~~There is a declining trend in the number of development applications, but on-going work in areas of bylaw enforcement and community consultation processes.~~Changes in the number of development applications have an impact on revenue, as well as the availability of staff resources to work on projects itemized within the Service Plan.
- There is ~~increased-continued~~ need for collaboration with other CRD departments – Building Inspection, Regional and Strategic Planning, Regional Parks, Integrated Water Services, Real Estate, GIS, Legislative Services -- which impacts plan development and application processing.
- There is an ongoing need for legal opinions on complex planning issues, which impacts the division's budget and application process.
- Changes in technology to manage records – SharePoint, Tempest, Infolinx, GIS and Legistar requires extensive administrative support.

There is an outstanding requirement to update at least one OCP per year and to update/consolidate the LUBs in JdF.

## 1.4 Link to Priorities

The nature of the division and expertise of staff provides a number of links to both Board and Corporate Priorities.

### LAND USE PLANNING

- present the amended Regional Growth Strategy to the Board for Adoption

### AGRICULTURAL LAND & FOOD SECURITY

- develop new policies to encourage farming and agri-tourism and propose land banking solutions through the completion of the Food & Agricultural Strategy.

### PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

### GOVERNANCE

- enable regular, proactive dialogues on regional and sub-regional issues

### EDUCATION, OUTREACH & INFORMATION

- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

The division also ensures that each OCP in the JdF EA reflects the goals and policies of the Regional Growth Strategy as well as considers Board Strategic Priorities like Climate Change, Environmental Protection, Active & Multi-Modal Transportation, Agricultural Land and Food Security, Economic Development, and Recreation, Arts and Culture.

## 2 Services

### 2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Community Planning</b>	Update East Sooke & Shirley/Jordan River OCPs	Ongoing update of East Sooke & Shirley/Jordan River OCPs	<u>Adoption of East Sooke &amp; Shirley/Jordan River OCPs pending adoption of RGS; Update Port Renfrew OCP following adoption of RGS</u>	<u>Adoption of East Sooke &amp; Shirley/Jordan River OCPs pending adoption of RGS; Update Port Renfrew OCP following adoption of RGS Update Malahat &amp; Willis Point OCPs</u>	<u>Update Malahat &amp; Willis Point OCPs Update Rural Resource Lands OCP</u>
			<u>Consolidate and update JdF-LUBs, zoning, subdivision servicing and</u>	<u>Consolidate and update JdF, zoning, subdivision servicing and flood plain</u>	<u>Adjust to meet service delivery needs, as required Review and assess</u>

			<u>flood plain management bylaws</u>	<u>management bylaws</u> <u>Review and assess</u>	
	Undertake special purpose studies - update Soil Bylaw		<u>Port Renfrew Sensitive Ecosystem Inventory &amp; riparian mapping</u>	<u>Port Renfrew Sensitive Ecosystem Inventory &amp; riparian mapping</u> <u>Rural Resource Lands Sensitive Ecosystem Inventory</u>	<u>Rural Resource Lands Sensitive Ecosystem Inventory</u> Assist in update of JdF Community Parks Plan
	Participate in updating digital mapping – reorganize planning data sets		<u>Confirm stream alignments in Otter Point, East Sooke, and Shirley/Jordan River</u>	<u>Confirm stream alignments in Otter Point, East Sooke, and Shirley/Jordan River</u> <u>Confirm stream alignments in Malahat and Willis Point</u>	<u>Confirm stream alignments in Malahat and Willis Point</u> Adjust to meet service delivery needs, as required
	Participate in <del>Interim</del> Update of RGS	<u>Participate in update of RGS</u> <u>Review and assess</u>	<u>Participate in update of RGS</u> <u>Adjust to meet service delivery needs, as required</u>	Review and assess	Adjust to meet service delivery needs, as required
<b>Development Services</b>	Process about 30 OCP amendments, rezoning, and development permit/development variance permit applications; review about 40 land referrals; review about 110 building permit referrals	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
	Prepare approximately 45 LUC, BOV and CRD Board staff reports	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
<b>Customer Service</b>	Respond to approximately 20 counter, email and telephone planning queries per day	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required

<b>Administrative Services</b>	Update procedural or administrative bylaws (JdF Development Procedures Bylaw, APC Bylaw, Land Use Committee Bylaw)	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
	Manage JdF Meeting room rentals	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
	Attend and prepare minutes for approximately 40 LUC, APC, BOV, and public information meetings and Public Hearings	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
	Manage records using Infolinx and Tempest	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required

## 2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>All JdF Community Planning Services</b>	4.5	4.5	3.5	3.75*	3.75*

- ~~Ongoing reallocation of 1 FTE to Southern Gulf Islands Administration for 2017 due to the declining trend in development applications~~
- ~~Reallocation of 1 FTE to Southern Gulf Islands Administration in 2017 due to declining development application trend in 2015 and 2016.~~
- ~~0.5 FTE vacant as administrative clerk— vacant and unfunded for 2017, 0.5 FTE to be filled as Development Technician to address should-increased application permit activity-increase.~~
- ~~\* 0.2 FTE has been transferred for in 2018 and 2019 from Juan de Fuca Community Parks and Recreation to Juan de Fuca Electoral Area Planning to accommodate ongoing administrative assistance provided by Planning staff.~~

## 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>2016</b>			
<b>Update East Sooke OCP BL 4000 &amp; Shirley/Jordan River OCP BL 4001</b> To be adopted in 2018 <del>7</del>	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications	Core budget  supplemented with Gas Tax Funding requests

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>Consolidate &amp; Update JdF LUBs &amp; Subdivision Servicing Bylaws</b>  To be completed in 201 <del>8</del> <sup>7</sup>	With extensive community involvement, consolidate the five LUBs for the Electoral Area and undertake cadastral correction to the web mapping to provide consistency in all communities, to improve comprehension and to facilitate development compliance	Public Engagement & Communications	Core budget  supplemented with Gas Tax Funding
<b>Amend Soil Bylaw, BL 3996</b>  To be completed in 2016	With community involvement, amend soil bylaw for the Electoral Area to ensure fees are reasonable but oversight remains	Public Engagement & Communications	Core budget
<b>Amend JdF Development Procedures Bylaw, BL 3885</b>  To be completed in 201 <del>7</del> <sup>6</sup>	With community involvement, clarify the development process, application requirements and fees in JdF	Public Engagement & Communications	Core budget
<b><u>Amend MTI Bylaw, BL 1857</u></b>  <u>To be completed in 2017</u>	<u>Partner with Bylaw Enforcement to amend bylaw to reflect changes in JdF Land Use Bylaws and improve ease of enforcement action.</u>	<u>Land Use Planning</u>	<u>Core budget</u>
<b>Amend APC Bylaw</b>  To be completed in 201 <del>8</del> <sup>6</sup>	Reconcile APC purpose and function with development procedures and to appoint members	Public Engagement & Communications	Core budget
<b>Amend JdF Land Use Committee Bylaw</b>  To be completed in 201 <del>8</del> <sup>6</sup>	Reconcile land use committee purpose and function with development procedures	Public Engagement & Communications	Core budget
<b>Update Port Renfrew OCP including a Sensitive Ecosystem Inventory</b>  To be <u>initiated</u> <del>completed</del> in 2018	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications Environmental Protection Biodiversity and Ecosystem Health	Core budget  supplemented with Gas Tax Funding request
<b>Sea Level Rise Guidelines</b>  To be completed <del>in 2016</del> <u>following the publication of new guidelines by the Province</u>	Determine the process response to the new provincial Flood Management Guidelines	Land Use Planning	Core budget
<b>Forestry Working Group</b>  <u>To be initiated in 2017.</u>	Work with Ministry of Forests staff and operators, as well as JdF residents, to establish a working group to provide an opportunity for the province and industry to share annual harvesting and planting programs and to solicit community input	Public Engagement & Communications Biodiversity & Ecosystem Health	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>Groundwater/Surface Water Working Group</b>  <u>To be initiated in 2018.</u>	Work with provincial FLNRO and Ministry of Environment staff, JdF residents and other CRD divisions to establish a working group to provide an opportunity to inventory and map groundwater and surface water sources and to consider local groundwater protection regulations	Environmental Protection	Core budget
<b>Planning Processes and Bylaws Presentation/Brochure Materials</b>  To be completed in 2017	Develop <u>a presentation or brochure materials</u> to provide <u>an</u> orientation for residents, developers, surveyors, realtors and internal departments on the communities and planning processes in JdF	Education, Outreach and Information	Core budget
<b>2017</b>			
<b>Update Malahat and Willis Point OCP</b>  To be completed in 2019	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications	Core budget  supplemented with Gas Tax Funding request
<b>2018</b>			
<del><b>Update Rural Resource Lands OCP</b></del>  <del>To be completed in 2020</del>	<del>With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues</del>	<del>Land Use Planning Public Engagement &amp; Communications</del>	<del>Core budget             supplemented with Gas Tax Funding request</del>
<b>Orientation for new LUC, APC, AAPC and Board of Variance members</b>  To be completed in 2018 <u>following election of new members</u>	In conjunction with Legislative Services, provide information on JdF services, bylaws and land use processes	Governance	Core budget
<b>2019</b>			
<del><b>Update Rural Resource Lands OCP</b></del>  <del>To be completed in 2020</del>	<del>With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues</del>	<del>Land Use Planning Public Engagement &amp; Communications</del>	<del>Core budget             supplemented with Gas Tax Funding request</del>
<b>Otter Point OCP Update</b>  To be completed in 2020	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the <u>updated</u> Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications	Core budget  supplemented with Gas Tax Funding request

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>JdF Community Parks Strategic Plan Review</b> To be completed in 2019	Work with Community Parks Manager and JdF EA Parks and Recreation Advisory Commission to update parks plan	Recreation, Arts and Culture	Core budget
<del>Land Use Bylaw (LUB) Review</del> To be completed in 2019	<del>Given all community OCPs have been updated, review LUB to see if amendments are required</del>	<del>Land Use Planning</del>	<del>Core budget</del>

## 4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain quality community planning and engagement processes	<ul style="list-style-type: none"> <li>• Target a minimum of 1 Official Community Plan update each year</li> <li>• # of CRD educational <del>workshops-brochures</del> delivered or partnered on annually* (target 5)</li> <li>• # of advisory commissions active annually <u>(target 5)</u></li> </ul>
Provide high levels of customer service	<ul style="list-style-type: none"> <li>• <del>Initiate bi-annual survey to gauge applicant satisfaction with Development Services (target 50% applicant completion rate)</del></li> <li>• Process <del>100</del><u>80</u>% of zoning amendments within 8 months of completed of application</li> <li>• Process 100% of development permit and development variance permits within 2 months of completed application</li> <li>• # of requests fulfilled per year for building inspections, transportations, demographic and/or development data*</li> </ul>

\*Corporate indicator – Multiple divisions may contribute to this measure

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# Service Plan for Protective Services

2016-2019

Capital Regional District

**Date submitted:** October 7, 2015  
**Date updated:** ~~October 2016~~ July 2017



Making a difference...together

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# 1 Overview

## 1.1 Division & Service Summary

The Protective Services Division is focused on planning, administration and operation for public safety, emergency management and response, and bylaw and animal care services. The division manages services of both a regional and local electoral area nature. Included in this division are:

**Regional services** including Hazmat Response, 911 Call Answer and Regional Emergency Support

**Sub-regional services** including Fire Dispatch, Animal Care and Bylaw

**Electoral Area services** including Fire Protection, Emergency Management and Search and Rescue

The purpose of Protective Services is to maintain a comprehensive Emergency Management and Response Organization to ensure appropriate and timely response to emergency incidents in our areas of responsibility (regional, sub-regional and electoral areas).

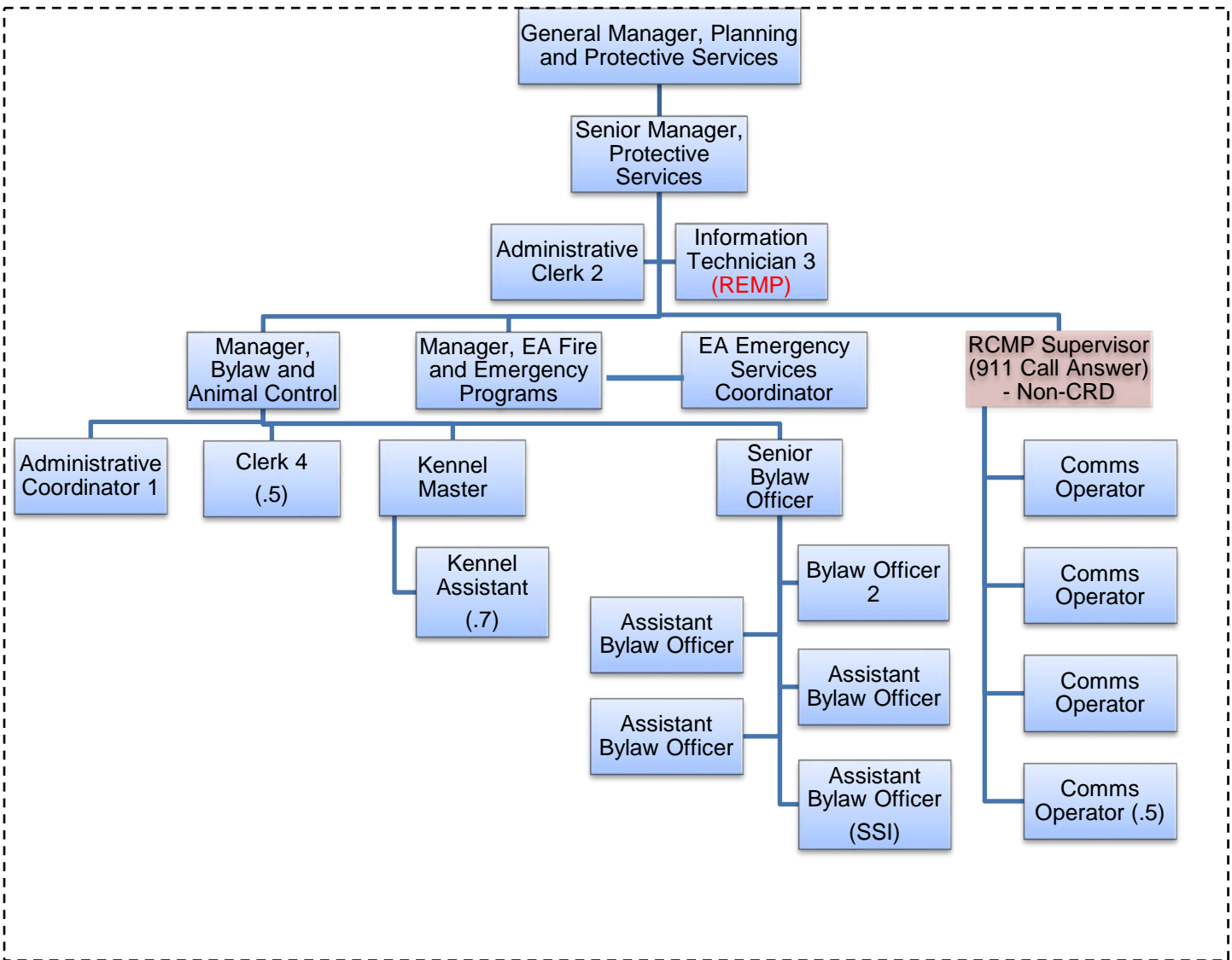
Bylaw and Animal care respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three Electoral Areas for noise, nuisance and unsightly premises, as well as soil deposit and removal in the Juan de Fuca (JdF) Electoral Area (EA).

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>911 Call Answer (Regional)</b></p> <p>Administration and oversight of 911 Call Answer services within the Capital Regional District, with operational responsibility for the areas served by the RCMP.</p>	Police, Fire and Ambulance Dispatch	Call Answer Levy	Planning, <del>Transportation</del> and Protective Services Committee (P+PSC)
<p><b>Hazmat Response (Regional)</b></p> <p>Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.</p>	Regional service includes members from fire departments across the region. Japan Gulch Water Treatment Plant staff cross trains with the Hazmat team for preplanning responses	Regional Requisition	P+PSC Greater Victoria Fire Chiefs Association (GVFCA) Policy Group Operational Working Group (Team members, GVFCA reps and CRD)
<p><b>CRD Emergency Management</b></p> <p>Responsible for local emergency management programs in each of the electoral areas supported centrally by the CRD Emergency Operations Centre (EOC). <u>Provision of 24/7 On Call Duty Emergency Manager, Operation of Regional/EA Emergency Communications centres.</u> The CRD EOC will be provide support to <u>internal departments and external agencies during emergencies.</u> Support provided to departmental emergencies such as those affecting water systems or other CRD assets, <u>through Advance Planning, response and After Action reviews.</u></p>	EA Emergency Programs, all departments	General legislative funding for corporate initiatives, local EA requisitions for each local EA program	<u>Emergency Management Committee (EMC)</u> <u>Emergency Coordination Committee (ECC)</u> Electoral Area Services Committee (EASC) Southern Gulf Islands (SGI) Advisory Commission JdF & Salt Spring Island (SSI) Community Coordinators Group

<p><b>Regional Emergency Management Coordination (Regional)</b></p> <p>Developed to provide a coordinating role for resource and information sharing among local municipal and electoral area programs, supported by the CRD Local Government Emergency Program Advisory Commission (LGEPAC) and Regional Emergency Planning Advisory Commission (REPAC).</p> <p><a href="#">Regional Emergency Management Partnership (REMP) supported through human Resources and strategic direction</a></p>	Municipal and EA Emergency Programs	Regional Requisition	<p>P+PSC LGEPAC REPAC <a href="#">REMP</a></p>
<p><b>Fire Dispatch (Sub-Regional)</b></p> <p>Operational management of fire dispatch for the three electoral areas (JdF, SGI and SSI) along with participating municipalities (Sooke, Metchosin, Langford and Highlands).</p>	Fire Departments in Sooke, Metchosin, Highlands, Langford, EA Fire departments and EA Emergency Programs	Requisition of participating jurisdictions	<p>P+PSC Working group of fire department representatives</p>
<p><b>Bylaw Services (Sub-Regional)</b></p>	All EAs, District of Highlands, and District of Metchosin, internal Customers	Requisition and internal recoveries for the EA. Fee for service to District of Highlands and District of Metchosin and internal customers	EASC
<p><b>Animal Care Services (Sub-regional)</b></p>	All EA, the Highlands, Metchosin, Sooke, Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich and Sidney	Requisition for the EA, Highlands, Sooke and Metchosin. By contract for Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich, and Sidney	EASC
<p><b>EA Emergency Coordination</b></p> <p>Oversight and administration of the Electoral Area Emergency Programs.</p>	Support to all three EA	Funding for two FTE is provided through a requisition to the three EAs	EASC
<p><b>SGI Emergency Program</b></p> <p>Operation of a community based emergency management program, utilizing input from a local Advisory Commission to develop a program that is supported by the CRD EOC and meets the needs of the local residents and area.</p>	SGI	Funded by requisition to the SGI EA	EASC
<p><b>SSI Emergency Program</b></p> <p>Operation of a community based emergency management program that is supported by the CRD EOC and meets the needs of the local residents and area.</p>	SSI	Funded by requisition to the SSI EA	EASC
<p><b>JdF Emergency Program</b></p> <p>Operation of a community based emergency management program that is supported by the CRD EOC and meets the needs of the local residents and area.</p>	JdF	Funded by requisition to the JdF EA	EASC

<b>JdF Search and Rescue (JdF SAR)</b> Program oversight and administration for the JdF SAR service.	JdF	Funded by requisition to the JdF Response costs covered by EMBC	EASC
<b>SSI Search and Rescue (SSI SAR)</b> Financial support to the SSI SAR Society to cover overhead (non-operational) costs.	SSI	Funded by requisition to the SSI EA	EASC
<b>EA Fire Services</b> <u>Operation Oversight and support of and to Fire and Rescue Commissions and services.</u>	All residents and visitors within jurisdiction set out in establishing bylaw	Funded by requisition to the residents of the service area	EASC

## 1.31.2 Organization Chart



## 1.41.3 Key Trends, Issues & Risks – Service Specific

Changes in technology from the consumer side (cell phones, texting, social media, and GPS locations) have driven the need to enhance technology at the service side and look at the integration of information and technology throughout the emergency management and response areas.

Increasingly the public expects instantaneous advice and direction when events do occur (earthquake/tsunami warnings). From the service side this is driving the need for mass notification systems and the ability to integrate situational awareness information into the EOC.

Over the past several years focus has been on the creation of efficiencies within existing budgets in order to meet higher community expectations. These efficiencies have now been realized, ~~indicating~~ Further service level increases will require budgetary expansions.

~~The CRD has been chosen by the AGLG to undergo an audit of our emergency management program including all service area emergency plans. The audit expected to be completed in October of 2017.~~

~~A process for First Nations engagement has been commenced, —It. It is expected this will become an additional enhance FN engagement in regional emergency preparedness and will align with EMBC and function to RREMP initiatives.~~

Collaborations on service improvement has resulted in the establishment of the Regional Emergency Management Partnership (REMP) with Emergency Management BC (EMBC) which is designed to improve regional emergency planning for cross jurisdictional disasters in alignment with provincial level planning.

~~Work has begun with key stakeholders around T~~ the unification of 911 and Police Dispatch services and building of the South Island Communications Centre to support police responders within the region is underway.

Recently, the Office of Fire Commissioner (OFC) has established a new *Fire Services Act* that may have impact on CRD service requirements related to fire investigations and inspections. The associated regulations are in development ~~and expected as early as Fall 2016~~ and will dictate service expectations on regional jurisdictions. Regional districts are lobbying to have input on these new regulations.

### Regional Services

- 911 Call Answer Support:
  - Public is increasingly engaged with events resulting in increases in number of calls per incident.
  - Increased call volumes put pressure on staffing levels.
  - Expectations of the public to be able to connect with 911 across a wide array of technologies.
  - ~~Reductions in landline Call Answer Levy (CAL).~~
  - Provincial take-over of responsibility for Public-Safety Answering Point (PSAP) services and call answer levies is a possibility along with attendant reduction in revenues.
  - Construction of the South Island Communications Centre that will house the Unification of unified 911 call answer and police dispatch services for the region will be underway in the fall of 2017 with an anticipated completion of January 1, 2019 is being built, progressing.
  - Ability of BCEHS to accept medical calls in a timely fashion causing delays and transfer of calls from 911 centre
- Hazmat Response:
  - Increasingly the public is less tolerant of the occurrence of hazardous materials incidents and when they do occur the expectation is for a rapid and effective response.
  - The provision of the service requires ongoing training to ensure safety and efficiency.
  - Structure and staffing of the service requires ongoing participation of the partner fire departments many of which are unionized. As training by necessity must occur outside of regular duty hours for these individuals, significant overtime costs are incurred.
  - Reliance on cooperation of all fire departments to support integration of career, paid on call and volunteer fire-fighters (FFs).
  - Potential for Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) attack due to proximity of Parliament building is being highlighted by the Legislature
- Regional Emergency Support:
  - Increased frequency and complexity of emergency events.
  - Heightened public awareness and concern regarding lack of readiness/response capability:

- Increasing educational requirement expectations of volunteers (time commitment).
- Inability Challenges to provide timely information out to residents and integrate situational awareness into EOC operations may compound the severity of any local or regional disaster.
- CRD Regional ~~communications~~communications centre's ~~approachability~~ to facilitate timely communications during major events
- Challenges with training and maintaining Emergency Communications Centre volunteer operators.
- Challenges in establishing, training and maintaining skill sets for EOC staff
- Signing of the REMP MOU with the province will improve regional coordination during large scale emergencies.
- Changing demographics in rural areas leading to aging volunteers or part time residents leads to reduction in available volunteers for critical programs.

### Sub Regional Services

- Fire Dispatch:
  - Continually increasing call volumes.
  - Imminent change to 700 ~~MHz~~MHz National trend to frequency spectrum for all first responder agencies. may have significant impact on equipment budgets. change to 700 MHz.
  - Interoperability capacity between response services.
  - Continued changes to technology need to be strategically addressed in conjunction with 911 Call Answer or we will lose the high level of service currently achieved.
  - Interdependency between dispatch centres including technical and wired connectivity.
- Bylaw and Animal Care Services:
  - Loss of current contracts could further decrease service capability and economy of scale.
  - BCSPCA no longer providing veterinarian services to strays, this now falls on regional animal care service to cover. This is not covered under existing contracts.
  - Legal costs for animal control is increasing and not provided for under existing contracts.

### Electoral Area Services

- Electoral Area Emergency Coordination and Fire Services:
  - Public expectations of government's ability to provide leadership and restoration of service following major incidents continue to increase.
  - Focus of the program has to continue to reflect each community's specific and unique needs to ensure that the emergency program is able to respond appropriately in an all-hazards manner to any incident.
  - Changing demographics in rural areas leading to aging volunteers or part time residents points to reduction in available volunteers for critical programs.
  - SSI Emergency Program requires new post seismic event facilities
  - ~~Provincial Fire Commissioners Office has created new requirements tying service levels to specific training/staffing/equipment levels.~~
  - Support levels for emergency programs can vary.
  - Climate change continues to impact frequency and severity of weather events (wildfire risks, drought, severe winter storms etc.).
  - Decreasing availability of volunteers can limit program and response capability and effectiveness.
  - Provincial Fire Commissioners Office has created new requirements tying service levels to specific training/staffing/equipment levels resulting in some significant challenges potentially impacting long term viability of smaller volunteer based fire services.
  - Increasing challenges in meeting administrative burdens of many EA fire departments
  - Ongoing and increasing pressures on volunteer recruitment and retention as well as issues related to training for all volunteer based EA services (Fire departments and Emergency Programs)
  - ~~Severe~~Significant challenge in aAbility to meet and maintain compliance with new government fire service guidelines in all service areas.
  - The new Fire Services Act that may have impact on CRD service requirements related to fire investigations and inspections.

## 1.51.4 Link to Priorities

### PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

### PROTECTIVE SERVICES

- collaborate with partners to prepare for, respond to and recover from emergencies

### EDUCATION, OUTREACH & INFORMATION

- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

## 2 Services

### 2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>911 Call Answer</b>	Working with PSAPs on unification model	Implementation of unified approach	Continued implementation of new technologies	<del>Review &amp; Assess</del> build and commissioning of new SICC	Adjust to meet service levels, as needed
<b>Hazmat Response</b>	Focus training maintaining response capacity and multi-agency response	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
<b>CRD Emergency Management</b>	Local electoral area emergency planning and response support	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
<b>Regional Emergency Management Coordination</b>	Partnering with Province for enhanced Regional Cooperation	Review & Assess	Adjust to meet service levels, as needed. REMP introduced	Review & Assess	Adjust to meet service levels, as needed
<b>Fire Dispatch</b>	Implementation of full service fire dispatch	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
<b>Bylaw and Animal Care Services</b>	Bylaw officers working 7 days/week from 8 am to 6 pm. A bylaw officer on call for issues from 6 pm to 8 am and all day long on Statutory holidays	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
<b>EA Coordination</b>	Partnering with Province for enhanced Regional Cooperation	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed



					levels, as needed
<b>SIG Emergency Program</b>	Focus training maintaining response capacity  Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
<b>SSI Emergency Program</b>	Focus training maintaining response capacity  Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
<b>JdF Emergency Program</b>	Focus training maintaining response capacity  Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
<b>JdF SAR</b>	Focus training maintaining response capacity	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
<b>EA Fire Services</b>	Complete Fire Service review	Implement strategies to meet OFC guidelines	Review & Assess	Adjust to meet service levels, as needed	Review & Assess

## 2.2 Workforce Considerations

### Regional

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
911 Call Answer	3.5	3.5	3.5	3.5	0 E-Comm assumes 911 contract
Hazmat Response	73 (Non CRD)	80 (Non CRD)	80 (Non CRD)	<del>6080</del> (Non CRD)	<del>8060</del> (Non CRD)
CRD Emergency Management	5	5	5	5	5
<b>Total</b>	8.5	8.5	8.5	8.5	5

### Sub-regional

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Bylaw and Animal Care	10.2	10.2	10.2	10.7	10.7
<b>Total</b>	10.2	10.2	10.2	10.7	10.7

*Both services were combined as of February 1, 2015 and will be blended into one budget in future years.*

**Electoral Area**

	<b>Workforce (FTEs)</b>				
<b>Service</b>	<b>Base year 2015</b>	<b>Year 1 (2016)</b>	<b>Year 2 (2017)</b>	<b>Year 3 (2018)</b>	<b>Year 4 (2019)</b>
<b>Emergency Management</b>	*	*	*	*	*
<b>Emergency Programs</b>	1.5	1.5	1.5	1.5	1.5
<b>JdF SAR</b>	0.5	0.5	0.5	0.5	0.5
<b>Total</b>	2.0	2.0	2.0	2.0	2.0

\* 5 FTE split between Regional and Electoral Area Emergency Management.

### 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
<b>2016</b>			
<b>Situational Awareness Integration System</b>	Undertake review of existing situational awareness software and assess integration compatibility with Mass Notification System.	Protective Services	Core Budget
<b>Regional Emergency Management Partnership</b>	To establish a local/regional/provincial partnership, designed to enhance emergency management across the CRD through the provision of greater regional cooperation, coordination, collaboration and communications.	Public Engagement and Communications Protective Services	Core Budget
<b>Regional Emergency Management Coordination</b>	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Public Engagement and Communications Protective Services	Core Budget
<b>Regional Emergency Management Coordination</b>	Undertake review of requirements to accommodate EOC staff families during major event.	Protective Services	Core Budget
<b>Increase communications infrastructure resilience</b>	Ensure uninterrupted communications linkages are in place.	Protective Services	Core Budget
<b>911 Amalgamation</b>	Review and pursue opportunities to amalgamate 911 PSAP services in the CRD.	Protective Services	Core Budget
<b>Fire Services</b>	Fire services in the EAs will be required to comply with the new Fire Services Guidelines released by the Office of the Fire Commissioner (OFC) by June 2016. Presently there are a number of deficiencies with fire services that need to be addressed in order to comply.	Protective Services	Single Supplemental \$53,000
<b>Increase the number of First Nations contracts for Animal Control</b>	Enter into discussions to provide animal control services to First Nations not currently under contract.	First Nations Protective Services	Core Budget.
<b>Animal Care in Disasters</b>	Establish a regional animal care plan for emergency and disaster events.	Protective Services	Core Budget

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
<b>2017</b>			
<b>Hazmat Response</b>	Conduct full Service Review as the team has responded 19 times from 2011 to June 2015.	Protective Services	Core Budget
<b>Hazmat Response</b>	Conduct Cost Recovery (service fees) review – initiate bylaw change to accommodate.	Protective Services	Core Budget
<b>CRD Recovery Plan</b>	This was a divisional initiative for 2014; the completion of this <u>was envisioned to may</u> become a part of the Regional Emergency Management Partnership identified for 2016, <u>failing that it will become</u> <u>it is now</u> a stand-alone project.	Protective Services	Core Budget
<b>Regional Emergency Management Coordination</b>	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
<b>911 Amalgamation</b>	Implement approved 911 amalgamation initiatives.	Protective Services	Reserves
<b>2018</b>			
<b>Regional Emergency Management Coordination</b>	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
	<u>Continued support of REMP</u>		<u>Core Budget</u>
	<u>Reserve Fire Apparatus</u>	<u>Applies to JDF &amp; SGI EA's and depts. within.</u>	<u>10,000/A adjusted for inflation</u>
	<u>Upgrade Emergency Communications Infrastructure</u>		<u>\$45,000 one-time supplemental and \$12,000/A adjusted for inflation</u>
	<u>CRD Staff Incident Management Team</u>		<u>Within core budgets of participating departments/divisions</u>
	<u>Increase of on call Duty Emergency Manager capability to better serve the organization and to relieve excessive after hours pressure on the two current emergency managers that take call. Enhance "On call capability"</u>		<u>\$25,000/A shared with EA and Corporate Services starting in 2019. 2018 increase funded by surplus</u>
	<u>EOC/Bldg Emergency Supplies</u>		<u>5,000 one time supplement</u>
<b>911 Amalgamation</b>	<u>Implement approved 911 amalgamation initiatives. Construct South Island Communications Centre</u>	Protective Services	<u>Reserves Borrowing Bylaw</u>

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
<b>Fire Services</b>	Port Renfrew/Pacheedaht Earthquake Early Warning/Tsunami siren system	Port Renfrew Fire Department	\$10,000/A maintenance & operating costs
	Acquire reserve fire apparatus for EA Fire services to provide timely spare when frontline engines are down for repair and maintenance to ensure service continuity. The spare would be held at Hartland Landfill and would also act as on site fire suppression support to Hartland as required. This is a collaborative purchase with Hartland.	Applies to JDF & SGI EA's and depts. within.	\$13,460/A adjusted for inflation
<b>2019</b>			
<b>Regional Emergency Management Coordination</b>	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
	<u>Upgrade Emergency Communications Infrastructure</u>		\$45,000 one-time supplemental and \$12,000/A adjusted for inflation
<b>911 Amalgamation</b>	Complete 911 amalgamation.	Protective Services	
<b>2016-2019</b>			
<b>Regional Emergency Management Coordination</b>	Undertake to EOC Level 3 activation staff training. EOC Essentials & ICS as well as full-scale functional exercises.	Protective Services	Continuous supplemental \$10,600
<b>Mass Notification System</b>	Strategic planning sessions were held in each EA, these indicated a mass notification system to be a strategic priority. The intent is to provide where possible advance notice of events and as required direction to residents. A Pilot Project was completed in 2015.	Protective Services	Continuous supplemental \$6,000
<b>Situational Awareness Integration System</b>	Undertake review of existing situational awareness software and assess integration compatibility with Mass Notification System.	Protective Services	Core Budget
<b>JdF Search &amp; Rescue</b>	Review Operations ensuring compliance with all relevant regulations.	Protective Services	Core Budget
<b>Fire Dispatch</b>	2017-2018 will be the 2 <sup>nd</sup> -3 <sup>rd</sup> of 5 years in which the payment to Langford for Fire Dispatch	Protective Services	Continuous supplemental \$49,500

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
	increases approved for budget in 2016.		
<b>EA Fire Services</b>	<ul style="list-style-type: none"> <li>• <del>Continued work on coordinated response protocols (SOGs).</del></li> <li>• Ensuring record keeping requirements of new Fire Commissioner Playbook are met.</li> <li>• Integration of long range capital planning into budgets.</li> </ul>	Protective Services	Core Budget

## 4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Maintain and enhance public safety through emergency management and response	<ul style="list-style-type: none"> <li>• # of Emergency Operations Centre staff training exercises annually* (target <del>4</del><u>2</u> per year)</li> <li>• 95% of 911 calls handled within 15 seconds</li> <li>• Number of volunteers registered in electoral area emergency programs* (baseline 900 volunteers in 2015)</li> <li>• Ensure a minimum of <del>70</del><u>60</u> hazmat technicians and 40 Juan De Fuca Search &amp; Rescue members are trained over 3 years</li> <li>• # of CRD educational workshops delivered or partnered on annually* (target minimum of 33)</li> </ul>
	Ensure Quality Animal Care Services for Region	<ul style="list-style-type: none"> <li>• Rehome more than 90% of dogs and cats from CRD animal care facilities annually</li> </ul>

### Contact

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# Service Plan for Salt Spring Island

2016-2019

Capital Regional District

*Date submitted: November 30, 2016*



Making a difference...together



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# 1 Overview

## 1.1 Division & Service Summary

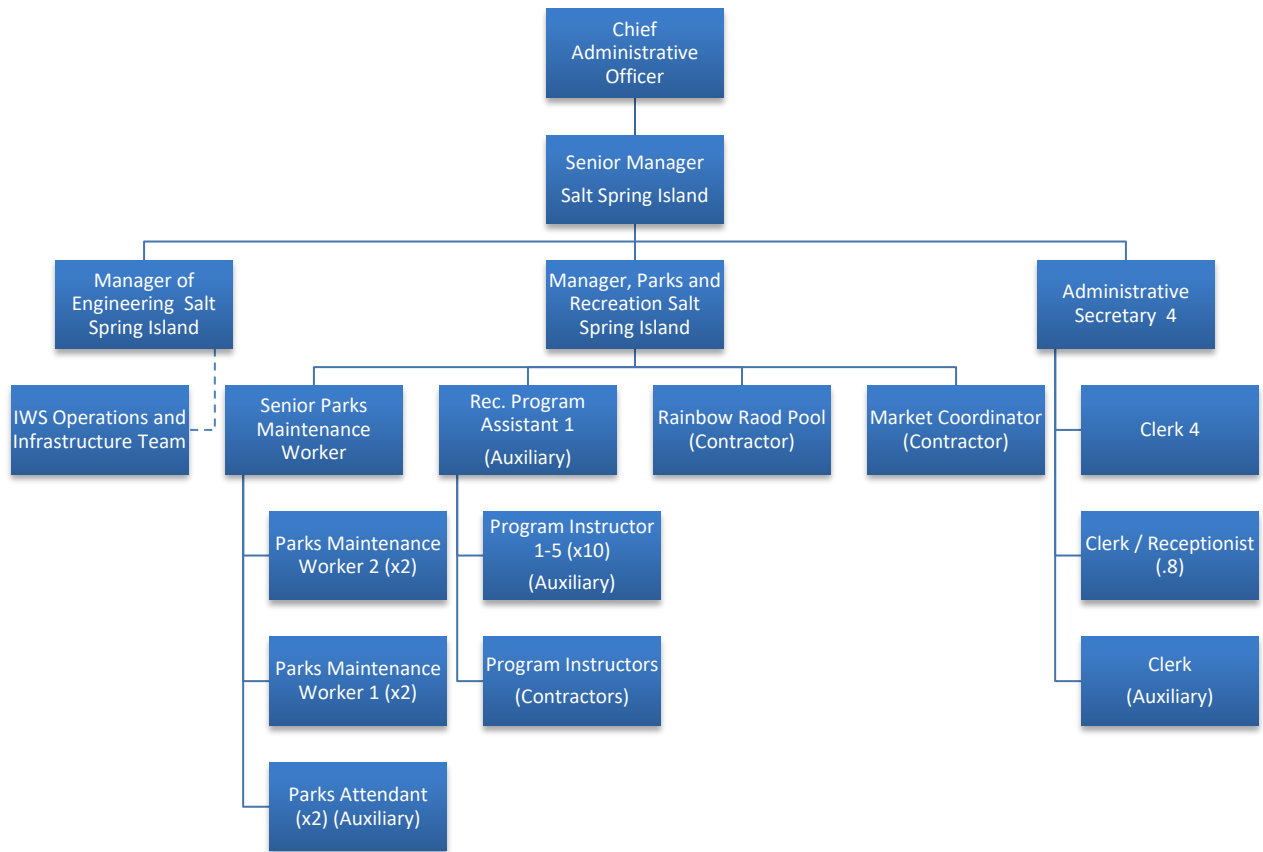
The Salt Spring Island Electoral Area Administration is responsible for the administration and management of the Salt Spring Island Parks and Recreation Commission, Transportation and Transit Commission, Community Economic Development Commission, Fernwood dock; and in collaboration with other CRD divisions, eight local water and sewer service areas, and Liquid Waste Management Commission. 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.

**Note:** The services operating on Salt Spring not included in this plan are building inspection, bylaw enforcement, and emergency services. These are found in the following Divisional service plans: Building Inspection, Protective Services.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Electoral Area Administration:</b> Responsible for administration and delivering services for Salt Spring Island; providing support to the Electoral Area Director and across the various service Commissions and Committees; representing the individual SSI CRD services. Manage various SSI projects and collaborate with other CRD divisions in managing and delivering services to local utility operations and engineering, transportation, economic development, and parks and recreation.</p>	<p>Salt Spring Island Electoral Area</p>	<p>Requisition and internal recoveries</p>	<p>Electoral Area Services Committee</p>
<p><b>Local Water, Sewer, and Liquid Waste Local Services:</b> Assists and coordinates with internal CRD contracted services for delivery of service outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste.</p>	<p>Salt Spring Island Electoral Area</p>	<p>Requisition, fees and charges, grants, gas tax</p>	<p>Beddis Water Cedar Lane Water Cedars of Tuam Water Fulford Water Ganges Sewer Highland/Fernwood Maliview Sewer Liquid Waste</p>

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Transportation Services:</b> Responsible for developing and implementing transportation initiatives and services such as studies, construction, maintenance, and regulation of parking, pedestrian and cycling arrangements, implementation of transportation infrastructure projects through internal contract arrangements with other CRD service areas and outside agencies such as the Ministry of Transportation, Island's Trust, BC Ferries, BC Transit.</p>	Salt Spring Island Electoral Area	Requisition, gas tax, grants, donations, volunteers	Transportation Commission
<p><b>Transit Services:</b> Provide public transit system on the island to an optimal level of service; construct and maintain bus stops and shelters; set fare structure. Provided through an annual operating agreement between the CRD, BC Transit and local contractor.</p>	Salt Spring Island Electoral Area	Requisition, BC Transit	Transportation Commission
<p><b>Economic Development:</b> Implement the economic strategic development plan in areas of tourism, agriculture and food, diversifying the economy, business support, enhance and beautify Ganges and Fulford villages, and build economic support through communication and advocacy.</p>	Salt Spring Island Electoral Area	Requisition	Community Economic Development Commission
<p><b>Fernwood Dock:</b> Manage and operate dock facility</p>	Salt Spring Island Electoral Area	Requisition	Fernwood Dock Commission
<p><b>Parks and Recreation Programs and Services:</b> Responsible for developing and maintaining community trails &amp; beach accesses, active and passive parks, community recreation, the Rainbow Road Indoor Pool and the Salt Spring Island Saturday Market.</p>	Salt Spring Island Electoral Area	Requisition, internal recoveries, rental fees and grants	Salt Spring Island Parks and Recreation Commission

## 1.2 Organization Chart



## 1.3 Key Trends, Issues & Risks – Service Specific

~~Salt Spring Island Incorporation-Governance review resulted in a referendum where the voters of Salt Spring Island chose to remain with the Capital Regional District. Study was extended to November 30, 2016 to conduct a road condition assessment and could have significant implications for operations of this Division.~~

Governance: The current governance structure with multiple commissions and jurisdictional entities creates challenges in coordinating and delivering services. One opportunity is to explore an integrated framework for local infrastructure services to move from single entity focus to an island wide stewardship of infrastructure and services under on commission structure.

Spring Island Electoral Area Administration may become responsible for the management of the operations, maintenance, and capital projects for eight (8) water, sewer, and liquid waste utilities on Salt Spring Island in the coming years-2015. The full service impact will need to be reviewed.is currently under review.

Currently Electoral Area administration operates out of the ~~offices located on McPhillips Avenue, Portlock Park building facility.~~ In 2012, the CRD set up the electoral area administration structure to manage and operate: parks and recreation, transportation, economic development, water and sewer utilities, and capital infrastructure on island. With these added functions these facilities pose significant space constraints and challenges. With these added functions an administrative office has been leased in the Ganges Village core as of July 1, 2016, ~~and will require significant renovations with completion anticipated in the Fall of 2016.~~

Gaps in existing trail networks and the ability to secure statutory rights of way (SRW) through private property continue to be a challenge. The trail network continues to expand each year while operating resources to maintain this network remain the same.

Re-zoning Agricultural Land Reserves (ALR) land to non-farm status for active park use (athletic fields), water and budget constraints are major risks in achieving this land acquisition objective.

A shortage of community recreation space poses a challenge for ~~the replacement of recreation software, construction or renovation of program space, and~~ piloting ~~and expanding~~ new recreation programs. Space limitations impede ability to train staff and public with new software and availability of program space resulting in a loss in revenue.

Building repairs for the Rainbow Road Aquatic Centre and equipment replacement continue to be a risk at this facility due to excessively harsh environmental conditions which have accelerated the deterioration of the parts chosen for the mechanical components. The aquatic centre operating business model ~~will need to be explored as operating costs continue to rise with no major increase in revenue predicted.~~ has been evaluated and the CRD will be taking over the operations and management of the centre on April 1, 2018.

Future success of Transit services could be impacted by: ensuring operating costs closely aligned with cost recovery, maintaining adequate funding to provide level of service and challenges with ability for service changes to meet community user needs, and the challenges associated with coordinating island based services with BC Ferries.

~~An~~ ~~There is no~~ engineering review and condition assessment ~~that determine the remaining useful service life of the Fernwood Dock.~~ has been completed and repairs are scheduled to in be completed in coordination with repairs to other Southern Gulf Island docks. Upgrades are expected to be completed on the Fernwood Dock by the first quarter of 2018.

Additional inputs of money through grants (or volunteer driven programs) significantly impact service delivery due to limited staff resources. Whenever initiatives that are not within the normal planning and approval process are added, rearranging of priorities and deliverables is needed in order to accommodate the requests. An example of this would be if funds are made available to construct a seawalk or major improvements to Peck's Cove Park.

## 1.4 Link to Priorities

### ECONOMIC DEVELOPMENT

- establish a working group to identify economic development priorities and participate in government and partner programs
- review existing arts and culture strategies and identify new priorities and actions
- evaluate options for establishing funding mechanisms to support regional economic development

### REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements

- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

#### RECREATION, ARTS & CULTURE

- support increased access to community arts and recreation through programming and strategic investments

ACTIVE & MULTI-MODAL TRANSPORTATION

- manage trails as transportation corridors, establish a Transportation Service, deliver active transportation programming and complete feasibility studies

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

## 2 Services

### 2.1 Service Levels

Consider each service within the division over the four year period. After identifying the current base level of service, explain any planned changes in the role or scope of service. If changes are directly related to fulfilling Board Strategic Priorities, please clearly identify these. Staffing implications should be provided in section 2.3 and specific projects and budget implications will be provided in Section 3.

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Electoral Area Administration</b>	Electoral Area administration services and support to the Electoral Area Director	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
<b>Local Water, Sewer, and Liquid Waste Local Services:</b>  <b>Water</b>	Commission support and liaise and collaborate with other service areas (IWS, ES, PP) for service outcomes and delivery of capital projects	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.
<b>Local Water, Sewer, and Liquid Waste Local Services:</b>  <b>Sewer</b>	Commission support and liaise and collaborate with other service areas (IWS, ES, PP) for service outcomes and delivery of capital projects	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.
<b>Local Water, Sewer, and Liquid Waste</b>	Commission support and	Adjust to meet service delivery needs, as	Adjust to meet service delivery needs, as	Adjust to meet service delivery needs, as	Adjust to meet service delivery needs, as

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Local Services:</b>  <b>Liquid Waste</b>	liaise and collaborate with other service areas (IWS, ES, PP) for service outcomes and delivery of capital projects	required. Continue implementation of capital program.	required. Continue implementation of capital program.	required. Continue implementation of capital program.	required resources. Continue implementation of capital program.
<b>Transportation Services</b>	Transportation studies, construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking spaces, areas, and facilities, implementing and providing transportation demand management programs; and construction and maintenance of pedestrian safety and traffic calming facilities.	May expand service to include Fernwood Dock; annual maintenance increase corresponding to additional new pedestrian and cycling pathway infrastructure initiatives. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.
<b>Transit Services</b>	Public passenger transportation system service	Ridership; increase service hours by April 2017 – 105 October 2017 - 850	Ridership increase service hours by June 2018 - 500	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
<b>Economic Development</b>	Broaden tourism, agriculture, food, economic diversity, business efficiency, improve Fulford and Ganges Villages, build economic support through communication and advocacy	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required



	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Fernwood Dock</b>	Manage and operate dock facility	Recruit for commission membership unless merged with another service (i.e. transportation)	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
<b>Rainbow Road Aquatic Centre</b>	Operates 64 hours per week, 49 weeks per year	Adjust to meet service delivery needs, as required	<a href="#">Open Multipurpose room, 40 hours per week of program instruction and rentals</a> <a href="#">Develop a business case to evaluate the current operating model</a>	<a href="#">Change will depend on aquatic centre business plan and/or requisition limitations</a> <a href="#">CRD to take over operations and management as of April 1, 2018</a>	<a href="#">Open Multipurpose room, 40 hours per week of program instruction and rentals</a> <a href="#">Adjust to meet service delivery needs, as required</a>
<b>Community Trails</b>	38 km of developed trails Distribution of 2500 trail guides	2-5 km of trail development; major upgrades to existing trails Distribution of 2500 trail guides	1-3 km of trail development; major upgrades to existing trails Distribution of 2500 trail guides	1-3 km of trail development; major upgrades to existing trails Distribution of 2500 trail guides	1-3 km of trail development; major upgrades to existing trails Distribution of 2500 trail guides
<b>Active and Passive Parks</b>	3 Active Parks	Asses and Review	4 Active Parks	No change	No change
	40 User Groups	2% increase	5% increase	1% increase	1% increase
	58 Passive Parks	Assess and Review	59 <del>(1 new beach access)</del>	Assess and Review <del>(1 new beach access)</del>	60 <del>(1 new beach access)</del> <a href="#">Assess and Review</a>
<b>Community Recreation</b>	Distribution of Leisure Guides: 5000/2 x/year	5000/3 times per year	<del>5</del> 4000/3 times per year Implementation of online registration	<del>3500</del> 5000/3 times per year	<del>3000</del> 5000/3 times per year
	No. recreation programs: 12	5% increase	2% increase	2% increase	2% increase
	No. camp participants: 250	2% increase	1% increase	1% increase	1% increase
	No. LEAP users: 80	5% increase	2% increase	2% increase	1% increase
<b>Market in the Park</b>	Saturday Vendors: 165	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
	Sunday Vendors: 45	<a href="#">Cancelled due to low</a>	<del>Vendors: 55</del>	<del>Vendors: 60</del>	<del>Adjust to meet service delivery</del>

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	(long weekends only)	<del>registration Vendors: 50</del>			<del>needs, as required</del>

## 2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Division Managers	1	1	1	1	1
Engineering	1	1	1	1	1
Administrative Support*	2.2	3*	2.8	2.8	2.8
<u>Parks &amp; Recreation</u>	3	3	5.35*	<del>5.35</del> <u>9.95</u> **	<del>5.35</del> <u>9.95</u>
<b>Total FTE</b>	7.2	8	<del>10.105</del>	<del>14.75</del> <u>14.05</u>	<del>14.75</del> <u>14.75</u>

\* 3 Parks Maintenance Workers (8mo, 8mo & 12mo) to reflect 3 converted employees.

\*\* *To be determined based on a review of the current aquatic centre operating business model. This service is contracted out expiring April 2018. The aquatic centre will benefit from a 4.1 FTE with the CRD assuming full operation and management effective April 1, 2018; and a 0.5 FTE increase of recreation programmer in 2018 to be recovered from program revenue*

## 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
<b>2016-2019</b>			
<b>Active and Passive Parks (Athletic Fields Land Acquisition)</b>	Acquire land through acquisition for athletic fields; develop <a href="#">phase 1 as identified in the a-Master Plan for 2017 Centennial Park Master Plan</a> . Review park maintenance policies and standards. <del>Create a conceptual design for playing fields; renovate and or R</del> replace washrooms at Centennial. <del>Develop athletic fields and grounds; purchase utility vehicles.</del>	Regional Infrastructure	Land Acquisition Reserves
<b>Transit Service Options Review</b>	<u>Review three potential Service Options:</u> <ul style="list-style-type: none"> <li>Additional winter morning service (820 hrs.)</li> <li>Increased summer Saturday frequency on #2</li> </ul>	Active & Multimodal Transportation	Core budget, reserves, BC Transit

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	Fulford Harbour (120 hrs. and requires additional bus) • Extend evening service Monday – Thursday (420 hrs.)		
<b>Transit Fare &amp; Information Review</b>	Review fare related programs vendor distribution, marketing, and passenger information and develop action plan with BC Transit.	Active & Multimodal Transportation	Core budget, BC Transit
<b>Economic Development</b>	Implement strategic plan initiatives	Economic Development	Core budget
<b>Beddis Water Service</b>	Creekside RCS rebuild; Lautman reservoir dismantling; strategic asset management plan; install additional backwash fresh water tank  Booster pump at Sky Valley lower reservoir; Sky Valley reservoir decommissioning	Regional Infrastructure	Reserves and capital funds on hand
<b>Ganges Sewer Service</b>	Capital improvement program	Regional Infrastructure	Debt Financing
<b>Maliview Sewer Service</b>	public engagement and funding approval; wastewater treatment building upgrades; repair/replace main/service on Maliview Road; replace land portion of outfall; inflow/infiltration inspection (Phase 2)  Collection system repairs – Phase 1 and Phase 2; additional primary treatment	Regional Infrastructure	Reserves, Debt Financing, or Grant
<b>2016</b>			
<b>Ganges Seawalk</b>	Ganges Seawalk from Pecks Cove park to 151 Lower Ganges Road: project planning, identify the cost of completing construction of the boardwalk, and the requisite sources of funding.	Active & Multimodal Transportation	Single Supplemental, Grant. Upon completion will require continuous supplemental
<b>Administration Office</b>	<a href="#">Need to explore leasing alternative location space, or renovate existing</a>	Regional Infrastructure	Continuous Supplemental

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	<p><del>Portlock Park administration buildings as an option in reorganizing and where feasible co-locate some or all key CRD functions on island for better coordination, delivery of services, and potential cost savings.</del></p> <p><del>Shared Space feasibility study.</del> <u>New office in Ganges Village completed as of July 2017. Will require ongoing funding for annual lease and short term loan repayment for renovations.</u></p>		
<b>SSI Incorporation Study</b>	Support proposed incorporation study needs and possible implementation.		Core Budget
<b>Potential Utilities Transfer</b>	Potential transfer of management and operations of the local utilities	Regional Infrastructure	Core Budgets
<b>Trail Development</b>	Ongoing trail maintenance. Review trail maintenance policies and standards	Active & Multimodal Transportation	Core Budget, reserves
<b>Recreation Enhancements</b>	<p><del>Replace recreation software; renovate Portlock buildings and program space; pilot new recreation programs.</del> <u>Develop program space and increase recreation program offerings</u></p>	Arts, Culture & Recreation	Core Budget, Reserves
<b>Multi-Use Pathway, Rainbow Rd East</b>	Rainbow Road (east) multi-use pathway from Rainbow Road Aquatic Centre to LGR: three phased designs and tender award	Active & Multimodal Transportation	Reserves
<b>Temporary Pathway, Lower Ganges Rd</b>	Lower Ganges Road site preparation and temporary pathway	Active & Multimodal Transportation	Reserves
<b>Pathway, Atkins Rd</b>	Pathway project: Atkins Road designs and tender award	Active & Multimodal Transportation	Core Budget, Reserves; Third Party Contribution Or Donation
<b>Transportation Capital Infrastructure Plan Support</b>	The Transportation Commission has a \$1.985 million capital infrastructure plan. Coordinating local	Regional Infrastructure	Reserves

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	volunteers to prepare the designs, cost estimates, and project manage the construction program. Ensure project is managed within time, cost and scope constraints, meet stakeholder expectations, and maintain project momentum to completion.		
<b>Bus Shelter, Lower Ganges Rd</b>	Transit/Bus shelter north side of Lower Ganges Road north of Crofton Road.	Active & Multimodal Transportation	Core Budget/Transfer From Operating Budget To Capital Reserves
<b>Vesuvius Bay Transit Infrastructure Review</b>	Review Vesuvius Bay ferry terminal ferry for potential infrastructure improvements and costs	Active & Multimodal Transportation	BC Transit and Ministry of Transportation and Infrastructure
<b>Cedar Lane Water Service</b>	Strategic asset management plan	Regional Infrastructure	Reserves, Grants
<b>Cedars of Tuam Water Service</b>	Register SRW on School District property for well; negotiate access road SRW; strategic asset management plan	Regional Infrastructure	Reserves, Grants
<b>Fulford Water Service</b>	Design and approvals to replace water main on Morningside Road at Weston Creek; 2901 Fulford Road water service replacement	Regional Infrastructure	Core Budget, Reserves
<b>Highland/Fernwood Water Service</b>	Undertake intake assessment and design	Regional Infrastructure	Reserves
<b>Liquid Waste</b>	Septage facility upgrade; options analysis	Regional Infrastructure	Reserves
<b>Fernwood Dock Engineering Review</b>	<del>Undertake an engineering review and condition assessment; develop a multi-year inspection and capital repair and replacement priority work program, and financial plan; identify structural deficiencies, required component repair and replacement, upon which to</del> develop a multi-year inspection and capital repair and replacement priority work program and financial plan.	Regional Infrastructure	Reserves

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
2017			
<b>SSI Incorporation Study Governance</b>	<del>Support proposed Proposed commission consolidation incorporation needs and possible implementation</del>		Core Budget
<b>Community Trails &amp; Beach Accesses</b>	Ongoing trail maintenance. Review trail maintenance policies and standards	Active & Multimodal Transportation	Core Budget, reserves
<b>Active Parks (Athletic Fields Land Acquisition / Portlock Park Multisport Renovation)</b>	<del>Create a conceptual design for playing fields. Upgrade multisport court at Portlock Park</del>	Regional Infrastructure	Core Budget, reserves
<b>Passive Parks (Centennial Park Master Plan implementation)</b>	Create a conceptual design for washroom renovation or replacement	Regional Infrastructure	Core Budget, Reserves; Third Party Contribution Or Donation
<b>Rainbow Road Aquatic Centre Systems Enhancement</b>	Implement new revenue and cash handling procedures at pool and install registration program. <a href="#">Business case development.</a>	Recreation, Arts & Culture	Core Budget
<b>Recreation Programs</b>	Renovate Portlock buildings and program space; develop new recreation programs.	Arts, Culture & Recreation	Core Budget, Reserves
<b>Multi-Use Pathway, Rainbow Rd East</b>	Pathway blend gravel pathway from Kanaka Road to access to School District 64 administration building.	Active & Multimodal Transportation	Reserves
<b>Lower Ganges Rd</b>	Paved pathway on high side of Lower Ganges Road from south of intersection with Upper Ganges Road to Rainbow Road. Modified design from original JE Anderson Plan	Active & Multimodal Transportation	Reserves
<b>Rainbow Road</b>	Paved pathway on north side of Rainbow Road from Lower Ganges Road to access to School District 64 administration building. Modified design from original JE Anderson Plan	Active & Multimodal Transportation	Reserves
<b>Pathway, Atkins Rd</b>	Pathway project: Atkins Road designs and tender award	Active & Multimodal Transportation	Core Budget, Reserves; Third Party Contribution Or Donation

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
<b>Bus Shelters: Lower Ganges Rd, Fulford-Ganges Rd &amp; Mobrae</b>	<u>Bus Shelter Location Considerations:</u> Lower Ganges Road <u>at Crofton, at Vesuvius; Fulford-Ganges Rd. at Cusheen Lake Road; Mobrae neighbourhood</u>	Active & Multi-modal Transportation	Core Budget, Reserves
<b>Transit Infrastructure Review</b>	Review and plan with BC Transit priority infrastructure actions	Active & Multi-modal Transportation	Core Budget, BC Transit
<b>Beddis Water Service</b>	Strategic Asset Management Plan, Creekside PCS rebuild; Lautman reservoir dismantling	Regional Infrastructure	Reserves and capital funds on hand
<b>Cedar Lane Water Service</b>	Strategic Asset Management Plan, <u>Grants for additional rain water catchment</u>	Regional Infrastructure	Reserves, Grants
<b>Cedars of Tuam Water Service</b>	Register SRW on School District property for well; negotiate access road SRW; Strategic Asset Management Plan	Regional Infrastructure	Reserves, Grants
<b>Fulford Water Service</b>	Construction of replacement water main on Morningside Road at Weston Creek	Regional Infrastructure	Core Budget
<b>Highland/Fernwood Water Service</b>	<u>Highland/Fernwood:</u> Complete intake assessment and design	Regional Infrastructure	Debt Financing
	<u>Highland:</u> Completion of Middle reservoir repairs, standpipe replacements, dismantle old intake building, replace services.	Regional Infrastructure	Reserves, Grant
<b>Liquid Waste</b>	Public engagement and referendum	Regional Infrastructure	Reserves
<b>Ganges Sewer Service</b>	Capital improvement program	Regional Infrastructure	Debt Financing
<b>Maliview Sewer Service</b>	wastewater treatment building upgrades; repair/replace main/service on Maliview Road; replace land portion of outfall	Regional Infrastructure	Reserves, Debt Financing, or Grant
<b>Fernwood Dock</b>	Capital improvement program	Regional Infrastructure	Reserves

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
<b>2018</b>			
<b>Community Trails &amp; Beach Accesses</b>	<del>Scope and plan Mouat West, Harbour House / Crofton Brook trail; scope and plan beach access developments</del> <u>Realign Hedgers Trail; community consultation on Stark Road connector strips.</u>	Active & Multi-modal Transportation	Core Budget, Reserves
<b>Active Parks (Athletic Fields Land Acquisition)</b>	Develop athletic fields and grounds;	Regional Infrastructure	Core Budget, reserves
<b>Passive Parks (Centennial Park Master Plan implementation)</b>	Develop washroom and phase one of Master Plan Operational and infrastructure improvements to Saturday Market,	Regional Infrastructure	Core Budget, Reserves; Third Party Contribution Or Donation
<b>Rainbow Road Aquatic Centre (Multipurpose Room)</b>	Create a conceptual design for multipurpose room.	Arts, Culture & Recreation	Third Party Contribution, Grant Funding
<del><b>SSI Incorporation Study</b></del>	<del>Support proposed incorporation needs and possible implementation</del>		<del>Core Budget</del>
<b>Sidewalks &amp; Bike Path, Lower &amp; Upper Ganges Rd</b>	Sidewalks and bike path at Lower Ganges Road and Upper Ganges Road intersection	Active & Multi-modal Transportation	Reserves
<b>Connector, Lower Ganges Rd</b>	Lower Ganges Road upland connector	Active & Multi-modal Transportation	Reserves
<b>Bus Shelters: Lower Ganges Rd, Fulford-Ganges Rd &amp; Mobrae</b>	<u>Bus Shelter Location Considerations:</u> Lower Ganges Road at Vesuvius; Fulford-Ganges Rd. at Cusheon Lake Road; Mobrae neighbourhood	Active & Multi-modal Transportation	Core Budget, Reserves
<b>Transit Infrastructure Review</b>	Review and plan with BC Transit priority infrastructure actions	Active & Multi-modal Transportation	Core Budget, BC Transit
<b>Cedar Lane Water Service</b>	Abandon unused wells.	Regional Infrastructure	Reserves, Grants
<b>Cedars of Tuam Water Service</b>	Abandon unused wells.	Regional Infrastructure	Reserves, Grants
<b>Fulford Water Service</b>	Strategic asset management plan	Regional Infrastructure	Reserves, Grant
<b>Ganges Sewer Service</b>	Capital improvement program	Regional Infrastructure	Debt Financing
<b>Maliview Sewer Service</b>	Collection system repairs – Phase 1	Regional Infrastructure	Debt Financing, or Grant



Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
<b>Liquid Waste</b>	Design and construction of treatment and disposal	Regional Infrastructure	Reserves
<b>2019</b>			
<b>Community Trails &amp; Beach Accesses</b>	Develop Harbour House / Crofton Brook trail	Active & Multi-modal Transportation	Core Budget, Reserves
<b>Active Parks (Athletic Fields Land Acquisition)</b>	Develop athletic fields and grounds; purchase utility vehicles.	Recreation, Arts & Culture	Core Budget, Reserves
<b>Passive Parks (Centennial Park)</b>	Operational and infrastructure improvements to Saturday Market, i.e. online booking system	Regional Infrastructure	Core Budget, Reserves; Third Party Contribution Or Donation
<b>Rainbow Road Aquatic Centre (Multipurpose Room)</b>	Develop a multipurpose room at Rainbow Road Aquatic Centre.	Recreation, Arts & Culture	Core Budget, Reserves
<b>Transportation Infrastructure Improvements</b>	Intersection improvements at Hereford/Purvis on Lower Ganges Road	Active & Multi-modal Transportation	Reserves
	Rainbow Road south side sidewalk	Active & Multi-modal Transportation	Reserves
<b>Bus Shelters: Lower Ganges Rd, Fulford-Ganges Rd &amp; Mobrae</b>	<u>Bus Shelter Location Considerations:</u> Lower Ganges Road at Vesuvius; Fulford-Ganges Rd. at Cusheon Lake Road; Mobrae neighbourhood	Active & Multi-modal Transportation	Core Budget, Reserves
<b>Transit Infrastructure Review</b>	Review and plan with BC Transit priority infrastructure actions	Active & Multi-modal Transportation	Core Budget/BC Transit
<b>Ganges Sewer Service</b>	Capital improvement program, Strategic Asset Management Plan	Regional Infrastructure	Debt Financing
<b>Highland/Fernwood Water Service</b>	Construct new intake	Regional Infrastructure	Reserves
<b>Maliview Sewer Service</b>	Collection system repairs – Phase 2	Regional Infrastructure	Debt Financing, or Grant
<b>Liquid Waste</b>	Continued ground water monitoring	Regional Infrastructure	Reserves, Debt

## 4. Goals & Performance Indicators

Service Goals	Indicators or Measures
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	Increase access to parks and recreational opportunities	<ul style="list-style-type: none"> <li>• Annual increase in trail development (2015 baseline)</li> <li>• Increased participation in recreation programs*</li> <li>• Number of recreation programs offered to the public*</li> <li>• <u>Increase active sports field for development, passive parks and beach accesses</u></li> <li>• <u>Increase aquatic program offerings</u></li> </ul>
	Advance strategic economic development activities	<ul style="list-style-type: none"> <li>• Implement at least one initiative from the economic strategic plan annually between 2016 and 2019</li> <li>• </li> <li>• Qualitative observations on the increased coordination of economic development activities in Southern Gulf Islands and Salt Spring Island*</li> </ul>
	Support multi-modal transportation planning and investment	<ul style="list-style-type: none"> <li>• Complete multi-year inspection and capital repair and replacement priority work program and financial plan of Fernwood Dock by end of 2016</li> <li>• Complete construction of paved pathway on the upper side of Lower Ganges Road and on the north side of Rainbow and in 2017 (detailed location in plan)</li> <li>• Complete construction of gravel pathway on Rainbow Road in 2017(detailed location in plan)</li> <li>• Review and prioritize balance of pedestrian improvements identified in 2015 referendum by in 2017Implement a fare related action by 2019</li> <li>• Implement a marketing and passenger information service improvement recommendation by 2019</li> <li>• % increase in transit services or related infrastructure*</li> <li>• Increase in kilometers of active transportation infrastructure*</li> </ul>
	Maintain and operate quality water and sewer infrastructure	<ul style="list-style-type: none"> <li>• % of capital projects completed on time and on budget*</li> <li>• Sustainable asset funding plans in place*</li> <li>• # of infrastructure replacement projects*</li> </ul>
	Maintain high quality Electoral Area Administration and provide opportunities for community engagement	<ul style="list-style-type: none"> <li>• Participation rates of residents in two way dialogue and engagement opportunities*</li> <li>• # of Electoral Area Director Meetings</li> </ul>

\* = Corporate Indicator – multiple divisions may contribute to this measure.

## Contact

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# Service Plan for Southern Gulf Islands Electoral Area Administration

2016-2019

Capital Regional District

*Date submitted: October 2015*

*Date updated: ~~September 2016~~ July 2017*



Making a difference...together

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# 1 Overview

## 1.1 Service Summary

The Southern Gulf Islands (SGI) Electoral Area Administration Service facilitates emerging issues identified by the EA Director. Position also facilitates the advancement the SGI Economic Sustainability Commission's goals of resilient and sustainable local economies and triple bottom line initiatives. The Service also coordinates with other CRD divisions to initiate and complete specific projects or initiatives occurring on the Southern Gulf Islands.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<b>Administration</b> Provide administration for the SGI EA Director and coordinate actions with CRD Divisions	SGI Electoral Area	Requisition, <del>grants</del>	Electoral Area Services Committee Finance Committee
<u><a href="#">SGI Community Parks and Recreation Commission Support</a></u> <u><a href="#">Provide assistance with goods and service procurement and facilitate responses to operational and policy queries</a></u>	<u><a href="#">SGI Electoral Area</a></u>	<u><a href="#">Requisition</a></u>	<u><a href="#">Local Parks and Recreation Commission</a></u> <u><a href="#">Electoral Area Services Committee</a></u>
<u><a href="#">SGI Finance related Support</a></u> <u><a href="#">Assist Finance staff to process Community Works Fund (CWF) applications for CRD services and by third party applicants</a></u>	<u><a href="#">SGI Electoral Area</a></u>	<u><a href="#">Requisition</a></u>	<u><a href="#">Electoral Area Services Committee</a></u> <u><a href="#">Finance Committee</a></u> <u><a href="#">CRD Board</a></u>
<b>Community Economic Sustainability Commission Support</b> Facilitate the advancement of Community Economic Sustainability Commission's projects and initiatives	SGI Electoral Area	Requisition, grants and donations	Electoral Area Services Committee Finance Committee

## 1.2 Organization Chart

The CRD has allocated time in the form of a 1.0 FTE Manager position for 2017. A future organization structure is to be determined. [This position reports directly to the Executive Leadership Team.](#)

## 1.3 Key Trends, Issues & Risks – Service Specific

### [Administration](#)

[Electoral Area Director working with CRD CAO and ELT to define new administrative structure to support SGI initiatives](#)

### **Legislation**

Changes to provincial Acts and the overall regulatory environment (for example: sea level rise, community governance reviews, Treaty negotiations, water management and climate change) require ongoing education for staff and engagement with residents and internal stakeholders.

Salt Spring Island governance review may impact or change SGI Community Economic Sustainability Commission (CESC) initiatives and priorities.

### **Community**

The Service has an ongoing need for collaboration with Islands Trust, which is the local land use planning authority, as well as multiple CRD divisions who work or provide services within the SGI.

There is also a need for extensive community consultations associated with designing and implementing projects to address emerging issues and CESC initiatives.

### **Resources**

Managing expectations around emerging issues and for CESC initiatives by the residents may exceed the mandate, ability and resources available under the Service.

## **1.4 Link to Priorities**

While the service is still in its infancy, the current emerging issues and the CESC initiatives relate to the following Corporate and Board priorities:

- Active & Multi-Modal Transportation
- Changing Demographics
- Agricultural Land and Food Security
- Recreation, Arts & Culture
- Public Engagement & Communications
- First Nations

# 2 Services

## 2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Administration</b>	Review current bylaws and potential structures  Respond to uncertainty regarding variable emerging issues	Revised 2016 Service Plan to new Administration Service	<a href="#">Electoral Area Director working with CRD CAO and ELT to define new administrative structure to support SGI initiatives</a> <a href="#">Adjust to address emerging issues</a>	Adjust to address emerging issues	Adjust to address emerging issues
<a href="#">SGI Community Parks and Recreation Commission Support</a>		<a href="#">Facilitate Purchase Orders and prepare contracts for local service providers</a> <a href="#">Facilitate responses to operational and policy queries</a>	<a href="#">Facilitate Purchase Orders and prepare contracts for local service providers</a> <a href="#">Facilitate responses to operational and policy queries</a>	<a href="#">Facilitate Purchase Orders and prepare contracts for local service providers</a> <a href="#">Facilitate responses to operational and policy queries</a>	<a href="#">Facilitate Purchase Orders and prepare contracts for local service providers</a> <a href="#">Facilitate responses to operational and policy queries</a>
<a href="#">SGI Finance Related Support</a>	<a href="#">Assist Finance staff to process Community Works Fund (CWF) applications for CRD Services and Third Party Groups</a>	<a href="#">Assist Finance staff to process Community Works Fund (CWF) applications for CRD Services and Third Party Groups</a>	<a href="#">Assist Finance staff to process Community Works Fund (CWF) applications for CRD Services and Third Party Groups</a>	<a href="#">Assist Finance staff to process Community Works Fund (CWF) applications for CRD Services and Third Party Groups</a>	<a href="#">Assist Finance staff to process Community Works Fund (CWF) applications for CRD Services and Third Party Groups</a>
<b>Community Economic Sustainability Commission Support</b>	Identify CESC priorities, objectives, budgets and timelines to determine baseline level of service	Identified CESC priorities <del>Prepare draft Action Plan</del> <del>Prepare 2014 Census sheets for Islands</del>	<a href="#">Facilitated funding for consultant to prepare draft Strategic Plan SGI2020</a> <del>Refine CESC priorities, objectives, budgets, timelines and organization structure in accordance with CESC Economic Framework</del>	Refine CESC priorities, objectives, budgets and timelines <del>in accordance with and</del> <a href="#">organization structure in accordance with SGI2020</a> <del>Prepare 2011 Census sheets for Islands</del>	Refine CESC priorities, objectives, budgets and timelines in accordance with <a href="#">SGI2020 Plan</a>

## 2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administration, and SGI Parks and Recreation Commission support, SGI Finance related support and Community Economic Sustainability Commission Support	1.0 FTE (September to December)	1 FTE	1 FTE	TBD	TBD

## 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
<b>2016</b>			
<b>Social Finance Feasibility Project</b> (Joint project with CESC organizational Structure)  To be completed in 2017	Through a consultant <del>W</del> work with the CRD, financial agencies and private sponsors to identify opportunities that can mobilize resources and private capital to create funding sources for achieving social and environmental goals. <del>Economic development framework and action plan to be completed this fall</del> Facilitated preparation of Draft Strategic Plan SGI2020. Consultants developing and undertaking public consultation in fall.	Governance Public Engagement & Communications	Core Budget and Gas Tax funding
<b>CESC Organization Structure</b> (Joint project with Social Finance)  To be completed in 2018 <del>7</del>	Through consultant <del>I</del> identify organization options e.g., CRD service, not for profit. Community Cooperative to facilitate implementation of initiatives Organizational options to be considered as part of the <del>economic development action plan to be completed this fall</del> . Strategic Plan SGI2020	Economic Development	Core Budget and Gas Tax funding
<b>SGI Community Bus Service Exploration</b> (Joint project with Inter-island Passenger Ferry service)  <del>To be c</del> ompleted in 2017	Through consultant <del>P</del> provide continued exploration of the feasibility, scope and costs of a more formal transit system or public transportation network on Galiano, Mayne, South and North Pender and Saturna Islands and identify a mechanism for implementation. Community bus report which outlines requirements, explores existing services and consider recommendations for pilot projects for Galiano and Pender <del>to be completed this fall</del> . Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	UBCM Strategic Priorities Grant \$50K



Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
<b>Inter-island Passenger Ferry Services</b> (Joint project with Community Bus)  To be completed in <a href="#">2017-2018</a>	<a href="#">Through a consultant</a> investigate the operational and financial feasibility of introducing a water-based passenger service for the Southern Gulf Islands, Salt Spring Island and Town of Sidney, with an aim of introducing a summer trial service in <a href="#">2017-2018</a> if deemed viable. Workshop <del>in-fall</del> <a href="#">held</a> to outline requirements, explore existing services and consider feasibility of a pilot project. <a href="#">Consultant preparing work plan for pilot project.</a> Related to ETGI through provision of transportation infrastructure.	Economic Development  Active & Multi-modal Transportation  Public Engagement & Communications	UBCM Strategic Priorities Grant \$50K
<b>Broadband Infrastructure Improvement</b>  To be completed in 2017	<del>Complete research and analysis on the feasibility scope and costs to improve internet service.</del>	<del>Governance  Public Engagement &amp; Communications</del>	<del>Core Budget</del>
<b>Experience the Gulf Islands (ETGI) – Proposal Document</b>  Completed 2016	Finalize the ETGI publication and update website.	Public Engagement & Communications  Education, Outreach & Information	Core Budget
<b>Experience the Gulf Islands – Concept Plan</b>  <del>To be completed in 2016</del> Completed 2017	<del>Prepare the</del> ETGI Concept Plan <a href="#">approved by CRD Board July 2017.</a>	Economic Development	Gas tax funding (\$25K SSI & \$35K SGI)
<b>Regional Trail for SGI and SSI –Mayne Island Demonstration Trail</b>  To be completed in <a href="#">2016-2017</a>	<del>Complete</del> <a href="#">Regional Parks to complete</a> detailed planning and design phase for the Mayne Island Demonstration Trail.  Related to ETGI through provision of transportation infrastructure.	Economic Development  Active & Multi-modal Transportation  Public Engagement & Communications	Shared cost - Regional Parks (\$50K) SGI Gas Tax (\$60K)
<b>Regional Trail for SGI and SSI</b>  To be completed in <a href="#">2017-2018</a>	<del>Identify</del> <a href="#">Draft plan prepared by Regional Parks which identifies</a> the potential routes for regional spine trails for SSI and SGI. <a href="#">Public consultation underway.</a>  Related to ETGI through provision of transportation infrastructure.	Economic Development  Active & Multi-modal Transportation  Public Engagement & Communications	Regional Parks Core budget and gas tax funding
<b>Education Assessment</b> (Joint project with Resource Inventory) <del>Replaced with Education Opportunity Application</del> <del>Web application to be completed in 2016</del>	<del>Research existing and emerging educational programs delivered in the SGIs and develop a list of strategies to promote the islands as an education destination through creation of a web registry.</del>	<del>Education, Outreach &amp; Information</del>	<del>Core Budget and CESC (\$15.5K)</del>
<b>Island Resource Inventory</b> (Joint project with Educational Assessment) <del>Replaced with Education Opportunity Application</del>	<del>Prepare an inventory of significant resources (people, groups, agencies) on the islands through creation of a web registry.</del>	<del>Public Engagement &amp; Communications</del>	<del>Core Budget and CESC (\$15.5K)</del>

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
<del>Web application to be completed in 2016 on hold</del>			
<b>Food and Agriculture Strategy</b> <del>To be completed 2017</del>	<del>Complete the Southern Gulf Islands Food and Agriculture Strategy approved by CRD Board April 2017.</del>	Agricultural Land & Food Security	Gas Tax and grant funding
<b>Magic Lake Estates Emergency Access</b>  <b>To be completed in 2017-2018</b>	Work with the community, <u>and Parks and Fire commissions</u> to identify and establish an alternate emergency routes for Magic Lake. <del>Project Charter prepared and approved with consultation starting in September.</del>	Public Engagement & Communications	Gas Tax funding (\$50K)
<b>Saturna Health Group Service Establishment</b>  <b>To be completed in 2018</b>	<del>Coordinating</del> <u>Providing</u> assistance to <u>Finance staff</u> to consider establishment of a Health Care Centre service. <u>Any referendum likely to coincide with 2018 elections</u>	Public Engagement & Communications	Core budget
<b>SGI Housing Needs Assessment</b>  <b>To be completed in 2018</b>	<del>Requesting</del> <u>Obtained</u> CWF grant for an SGI Housing Needs Assessment <del>to be</del> <u>being</u> managed by CRD Housing in collaboration with Islands Trust and housing groups on the islands.	Public Engagement & Communications	Gas Tax Funding (\$40,000)
<b>SGI Community Works Fund Applications</b>	<u>Assisted Finance staff to process CWF requests for Pender Island Library Solar Roof (\$15,000) and SSI and SGI Regional Trail support (\$20,000)</u>	<u>Economic Development</u>	<u>Gas Tax Funding</u>
<b>2017</b>			
<b>Experience the Gulf Islands – Implementation Plan</b>  <del>To be completed in 2017</del>	<del>Prepare Implementation plan to identify key actions, partnerships and funding sources.</del>	Economic Development	Gas Tax and grant funding
<b>Regional Trail for SGI and SSI – Mayne Island Demonstration Trail</b>  <del>To be completed in 2018</del>	<del>Construct Phase 1 of trail.  Related to ETGI through provision of transportation infrastructure.</del>	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	<del>Regional Parks Core Funding and Gas Tax and grant funding</del>
<b>Food and Agriculture Strategic Initiatives</b>  <del>To be completed in 2017</del>	<del>Address data collection, branding, marketing, and transportation issues identified in Strategy.</del>	Agricultural Land & Food Security	Gas Tax and grant funding
<b>CESC Organizational Structure for Implementation</b>  <del>To be completed in 2017</del>	<del>Prepare documents e.g. bylaw or not-for-profit society and agreements to implement new structure that facilitates implementation.</del>	Economic Development	Gas Tax and grant funding
<b>Community Bus Pilot projects – Galiano, North Pender</b>  <del>To be completed in 2018</del>	<u>Community Bus Societies to</u> <del>c</del> Commence two-year pilot community bus service on islands.  <del>Related to ETGI through provision of transportation infrastructure.</del>	Active & Multi-modal Transportation	Gas Tax and grant funding
<b>Inter-island Passenger Ferry Pilot Projects</b>	<del>Commence three month pilot project linking SGI, SSI and Town of Sidney.</del>	Economic Development	<u>Gas Tax and grant funding</u>

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
To be completed in 2017	<del>Related to ETGI through provision of transportation infrastructure.</del>	Active & Multi-modal Transportation	
<b>Educational Opportunity Application (formerly Education Assessment and Resource Inventory)</b>  To be fully operational for program, provider and facility registration and user bookings in 2017 web application on hold	<u>Consultant developed a</u> Application which identifies specific educational programs, providers and facilities available and enables booking of providers and facilities for educational events. <u>Salish Sea Registry developed and tested. Formal launch delayed pending finding a web sponsor</u>	Economic Development	<u>Gas Tax and grant funding</u> <u>\$15.5K CESC</u>
<b><u>SGI Community Works Fund Applications</u></b>	<u>Assisted Finance staff to process CWF requests for Galiano Museum Society heat pump (\$20,000); Mayne Island reading Room Renovation (\$4,000); Pender Library heat pump (\$22,733); Galiano Childcare Centre (\$34,500); Pender Community hall solar panels (\$15,000); SGI Chamber of Commerce Tourist Centre/Sign/Kiosk (\$24,600); Mayne Island Parks and Recreation Commission Dinner Bay (\$27,000); SGI Community Resource Centre - visitor centre (\$36,000); and Galiano Club Community Hall Energy Upgrade (\$13,947.40).</u>	<u>Economic Development</u>	<u>Gas Tax</u>
<b><u>Pender Island Parks and Recreation Commission</u></b>	<u>Facilitated preparation of contracts for Trail maintenance, bathroom maintenance, lawn mowing. Facilitated POs for South Island Woodworks, SKYTECH Enterprises Inc and Big Digem Excavating Ltd</u>	<u>Economic Development</u>	<u>Core budgets</u>
<b>2018-2019</b>			
<b><u>Experience the Gulf Islands – Implementation Plan</u></b>  To be determined	<u>ETGI Project Manager and teams to prepare Implementation plan to identify key actions, partnerships and funding sources.</u>	<u>Economic Development</u>	<u>Gas Tax and grant funding</u>
<b><u>Regional Trail for SGI and SSI – Mayne Island Demonstration Trail</u></b>  To be determined	<u>Regional Parks to construct Phase 1 of trail.</u>  <u>Related to ETGI through provision of transportation infrastructure.</u>	<u>Economic Development</u>  <u>Active &amp; Multi-modal Transportation</u>  <u>Public Engagement &amp; Communications</u>	<u>Regional Parks Core Funding and Gas Tax and grant funding</u>
<b><u>Food and Agriculture Strategic Initiatives</u></b>  To be determined	<u>SGI Steering Committee to address data collection, branding, marketing, and transportation issues identified in Strategy.</u>	<u>Agricultural Land &amp; Food Security</u>	<u>Gas Tax and grant funding</u>
<b><u>CESC Organizational Structure for Implementation</u></b>	<u>Facilitate preparation of documents e.g. bylaw or not –for-profit society and</u>	<u>Economic Development</u>	<u>Gas Tax and grant funding</u>

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
To be completed in 2018	<a href="#">agreements to implement new structure that facilitates implementation.</a>		
<b><a href="#">Inter-island Passenger Ferry Pilot Projects</a></b> To be completed in 2018	<a href="#">Facilitate private contractor to commence three month pilot project linking SGI, SSI and Town of Sidney.</a>  <a href="#">Related to ETGI through provision of transportation infrastructure.</a>	<a href="#">Economic Development</a> <a href="#">Active &amp; Multi-modal Transportation</a>	<a href="#">Gas Tax and grant funding</a>
<b><a href="#">Broadband Infrastructure Improvement</a></b> To be determined	<a href="#">SGI team to complete research and analysis on the feasibility scope and costs to improve internet service. No action taken or proposed</a>	<a href="#">Governance</a> <a href="#">Public Engagement &amp; Communications</a>	<a href="#">Core Budget</a>
<b>Establish SGI Community Bus Society</b> To be completed in 2018 To be determined	<a href="#">SGI CESC to consider an Amalgamation of several community bus societies into one SGI society, pending results of Galiano and North Pender pilot projects.</a>  <a href="#">Related to ETGI through provision of transportation infrastructure.</a>	Active & Multi-modal Transportation	Gas Tax and grant funding
<b>Regional Trail for SGI and SSI</b> To be completed in 2018 To be determined	<a href="#">Regional Parks to complete detailed design for regional trail routes.</a>  <a href="#">Related to ETGI through provision of transportation infrastructure.</a>	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	Regional Parks Core budget and gas tax funding
<b>Inter-island Passenger Ferry Service</b> To be determined	<a href="#">SGI CESC to consider establishing a public/private entity to provide passenger ferry service, if feasible pending pilot project results.</a>  <a href="#">Related to ETGI through provision of transportation infrastructure.</a>	Economic Development Active & Multi-modal Transportation	Private Partnership funding/Gas Tax and grant funding
<b><a href="#">SGI Community Works Fund Applications</a></b>	<a href="#">Assist Finance staff with submitted applications</a>	<a href="#">Economic Development</a>	<a href="#">Gas Tax</a>
<b><a href="#">SGI Parks and Recreation Commissions</a></b>	<a href="#">Facilitate contracts and POs as requested</a>	<a href="#">Economic Development</a>	<a href="#">Core Budgets</a>
<b><a href="#">SGI Teleconferencing Equipment and Facilities</a></b> To be completed in 2018	<a href="#">To provide teleconferencing services on all of the islands to facilitate inter-island communication especially for SGI CESC meetings</a>	<a href="#">Governance</a> <a href="#">Public Engagement &amp; Communications</a>	<a href="#">Core Budget</a>

## 4 Goals & Performance Indicators

Service Goals	Performance Indicators
A Service plan is established and agreed to for service delivery beyond 2016	<ul style="list-style-type: none"> <li>The EA Director supports the service plan and required requisition for service delivery beyond 2016</li> <li><a href="#">New organization structure for administrative support established</a></li> </ul>

<p><del>An action</del> Strategic plan <del>SGI2020 is approved by CESC</del> and reorganization of CESC is established</p>	<ul style="list-style-type: none"> <li>• <del>An implementation framework</del> Strategic Plan SGI2020 is <del>established</del> approved and agreed to for initiatives <del>beyond 2016 to 2020</del></li> <li>• <del>CESC bylaw amended or new organization established to implement SGI2020</del></li> <li>• <del>Develop and distribute a CESC and Advisory Committee Satisfaction Survey covering role, mandate and timelines of initiatives (80% survey participation rate)</del></li> </ul>
<p><del>Number of educational workshops delivered or partnered annually</del></p>	<ul style="list-style-type: none"> <li>• <del># of educational workshops delivered on or partnered on annually*</del></li> </ul>

\* = Corporate indicator – multiple divisions may contribute to this measure

## Contact

Name: June Klassen  
 Title: Manager, Service Delivery SGI  
 Contact information: 250-360-3275

# Service Plan for Infrastructure Operations

2016-2019

Capital Regional District

*Date submitted: October 7, 2015*

*Revised: ~~November 23, 2016~~ August 2017*



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# 1 Overview

## 1.1 Division & Service Summary

The Infrastructure Operations Division operates a number of drinking water and wastewater systems across the Capital Region, with a focus on providing clean and safe potable water, and wastewater collection and disposal services, while ensuring compliance with public health and environmental regulations.

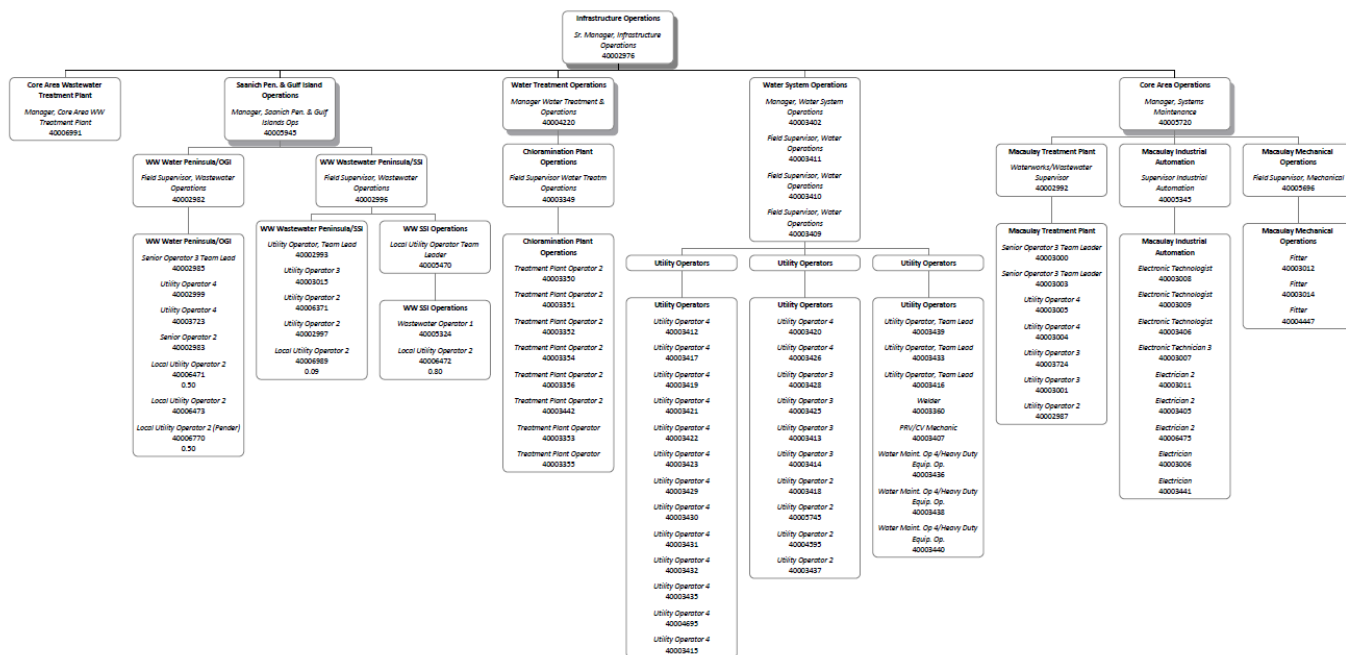
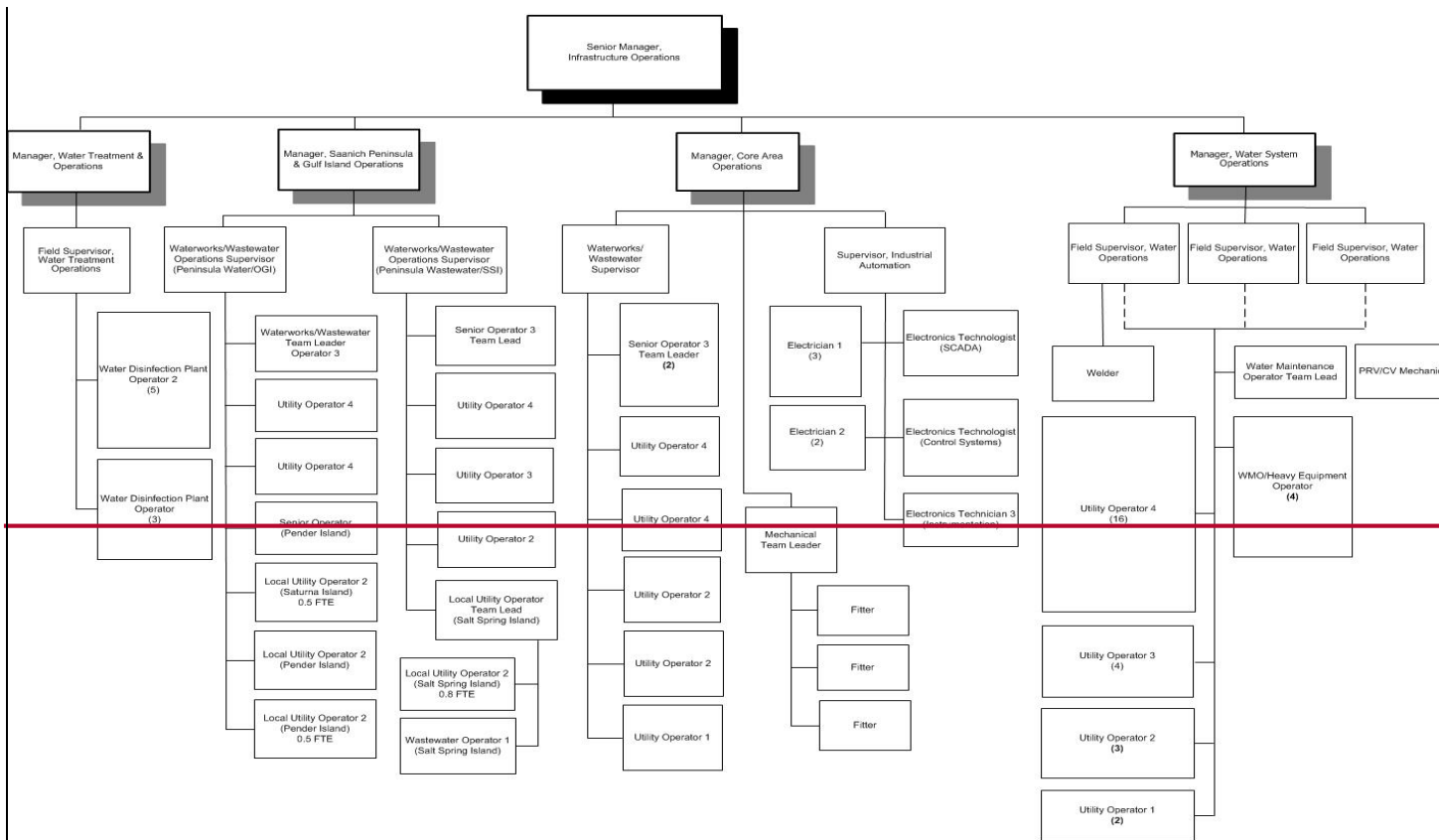
The Division operates and proactively manages our infrastructure assets that exist in the following service areas: Regional Water Supply System, Juan de Fuca Water Distribution System Saanich Peninsula Water Supply System, Regional Trunk Wastewater, Saanich Peninsula Wastewater System, as well as 18 Local Service Area Small Water and Wastewater Systems in the electoral areas.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Regional Water Supply</b> Wholesale water supply to the 350,000 consumers in Greater Victoria supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> <li>• 4 Core Municipalities (Saanich, Victoria/Esquimalt, Oak Bay)</li> <li>• Saanich Peninsula</li> <li>• JDF Distribution</li> </ul>	<p>Funded through bulk water sales revenue</p>	<p>Regional Water Supply Commission (Standing)</p>
<p><b>Juan de Fuca Water Distribution</b> Retail water supply to <del>the 58,000</del> residents in the six municipalities in the Western Communities, Sooke, and 4 First Nations supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> <li>• 6 Municipalities (Langford, Colwood, View Royal, Metchosin, Sooke, portion of Highlands)</li> <li>• 4 First Nations</li> <li>• JDF Electoral Area</li> </ul>	<p>Funded through retail water sales revenue</p>	<p>Juan de Fuca Water Distribution Commission (Standing)</p>
<p><b>Saanich Peninsula Water</b> Wholesale water supply to residents in the three municipalities on the Saanich Peninsula supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> <li>• 3 Municipalities (Central Saanich, North Saanich, Sidney)</li> </ul>	<p>Funded through wholesale water sales revenue</p>	<p>Saanich Peninsula Water Commission (Standing)</p>



Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Core Area Wastewater</b> Sub-regional wastewater conveyance, treatment, and disposal services in the Core Area supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> <li>• 7 Municipalities (Colwood, Langford, Esquimalt, Oak Bay, Saanich, Victoria, View Royal)</li> <li>• Songhees Nation</li> <li>• Esquimalt Nation</li> </ul>	<p>Funded through tax requisition based on each participant's flow or design capacity</p>	<p>Core Area Liquid Waste Management Committee (Standing)</p>
<p><b>Saanich Peninsula Wastewater</b> Sub-regional wastewater conveyance, treatment, and disposal services for the Saanich Peninsula municipalities, and other participants supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> <li>• 3 Municipalities (Central Saanich, North Saanich, Sidney)</li> <li>• Peninsula First Nations</li> <li>• IOS and Victoria Airport</li> </ul>	<p>Funded through tax requisition based on each participant's flow or design capacity</p>	<p>Saanich Peninsula Wastewater Commission (Standing)</p>
<p><b>Local Services</b> Local services in the JDF, SGI, and SSI Electoral Areas including 12 water systems, 4 sewer systems, 1 septage facility, <del>and 4 dock facility</del> <u>11 harbour facilities</u> supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> <li>• Small service area customers within JDF, SGI, and SSI Electoral Areas</li> </ul>	<p>Funded through parcel tax and user charges (fixed and variable)</p>	<p>Various <u>Harbour, Water and Wastewater Local Service Commissions (Advisory Commissions)</u></p>

# 1.2 Organization Chart



## 1.3 Key Trends, Issues & Risks – Service Specific

**Core Area Wastewater Treatment Project** – it is anticipated that Infrastructure Operations staff will be involved in the project, providing design input from an operational perspective in the early phases, to eventual commissioning and operation of the new facilities in the completion phases. Staffing requirements will increase as new facilities are completed.

Infrastructure Operations is anticipating increased staffing requirements related to the large amount of wastewater infrastructure planned or under construction in the Core Area. This staffing requirement will begin to roll out in 2018 and continue through to full commissioning of the facilities which is scheduled for the end of 2020. This will involve a combination of full time permanent position development as well as auxiliary positions in order to build the internal skill set in anticipation of hiring for permanent wastewater positions in 2019/20.

**Local Service Area Operations and Capital Improvements** – It is anticipated that Infrastructure Operations staff will be directly involved in the planning and completion of the many infrastructure improvement projects that are required across the Local Service Area water and wastewater systems, to address failing/aging infrastructure. The expected level of involvement will have an impact on available staff resources.

**Worker Safety Regulatory Changes** – Increasing worker safety regulatory changes result in increased training and certification requirements (ie. crane safety training and certification, fleet service vehicle driver training) and operating procedural changes (ie. confined space work procedures and safe excavation requirements) that have an impact on field productivity, but are critical to the work environment.

**Workforce Planning** – A focus on divisional workforce planning will be important to identify knowledge transfer opportunities and staffing levels necessary to operate new facilities requiring higher levels of EOCP certification and to backfill retirements in operating areas.

Additional financial resources are required to maintain the current level of service of operation and maintenance programs within the Greater Victoria Water Systems. The Juan de Fuca Water Distribution system is experiencing a high rate of water infrastructure expansion to accommodate the high rate of development and population growth. The Regional Water Supply system infrastructure is aging which is resulting in an increased amount of maintenance attention.

The Japan Gulch Water Treatment Plant upgrade will be completed in early 2018. The upgraded plant in addition to the recently commissioned emergency generator, will result in extra operating costs to the RWS.

# 1.4 Link to Priorities

## CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

## INTEGRATED WASTE MANAGEMENT

- realign resources to effectively deliver on Board directives relating to integrated waste management and develop an overarching integrated plan
- implement an assessment framework on integration opportunities, consider innovative approaches and report on the effectiveness of programs

## DRINKING WATER

- protect and maintain an adequate supply of safe, reliable drinking water
- invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water

## REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

## CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

# 2 Services

## 2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Water and Wastewater System Operations</b>	<ul style="list-style-type: none"> <li>• Water and wastewater treatment;</li> <li>• supply and distribution system operation;</li> <li>• collection and transmission system operation;</li> <li>• system monitoring;</li> <li>• customer service</li> </ul>	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required

Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Water and Wastewater System Maintenance</b>	<ul style="list-style-type: none"> <li>System and facility maintenance</li> <li>Consumables management</li> <li>Component preventative maintenance</li> </ul>	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required
<b>Emergency Response / System Failure</b>	<ul style="list-style-type: none"> <li>Water main breaks;</li> <li>wastewater overflows;</li> <li>unplanned service interruptions</li> </ul>	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required
<b>Capital Works</b>	<ul style="list-style-type: none"> <li>Main installations;</li> <li>equipment replacement;</li> <li>capital projects support</li> </ul>	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required

## 2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Water Operations</b>	36.5	36.5	36.5	<del>36.5</del> 37	<del>36.5</del> 37
<b>Core Area Wastewater Operations</b>	23.5	23.5	23.5	<del>23.5</del> 25	<del>23.5</del> 25
<b>Saanich Peninsula &amp; Gulf Islands Operations</b>	16.8	16.8	16.8	<del>16.8</del> 17.3	<del>16.8</del> 17.3
<b>Water Treatment Operations</b>	10	10	10	10	10
<b>Total</b>	86.8	86.8	86.8	<del>86.8</del> 89.3	<del>86.8</del> 89.3

*Note: Senior Manager FTE split 0.5 (Water Operations) and 0.5 (Core/Saanich Peninsula Operations)*

## 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>2016 - 2019</b>			
<b>Water and Wastewater Asset Management Plans</b>  <b>To be completed by end of <u>2017-2020</u></b>	As part of the comprehensive asset management planning work, develop long term operations and maintenance plans and corresponding financial plans for each utility – JDF Water, Saanich Peninsula Water, Core Area Wastewater, 18 local services.	Integrated Waste Management  Drinking Water  Regional Infrastructure	Core Budget

<b>Disaster Response Plan for water supply and distribution</b>  To be completed by end of 2017	Establish and implement disaster response plan and emergency water supply and distribution plan in collaboration with Infrastructure Engineering	Drinking Water  Regional Infrastructure  Protective Services	Capital Budget
<b><u>Title &amp; Estimated Completion Date</u></b>	<b><u>Description</u></b>	<b><u>Priority Reference (if applicable)</u></b>	<b><u>Budget Implications</u></b>
<b><u>2016 - 2019</u></b>			
<b>Cross Sectional Training and Development Project</b>  To be completed annually though 2019	Work with employees that are interested in opportunities to enhance their skills and abilities in other Infrastructure Operations work sections.	Corporate Development	Core Budget
<b>Standard Master Operating Procedure Manuals</b>  To be completed by end of 2019	Develop master operating procedure manuals for the major and small utility systems –  Regional Water Supply System, Juan de Fuca Water, Saanich Peninsula Water, Core Area Waste Water, Saanich Peninsula Waste Water, Local Service Areas	Drinking Water  Regional Infrastructure	Core Budget
<b><u>Water Operations Review</u></b>	<b><u>Review of Operations and Maintenance programs to determine balance between preventative maintenance and capital projects in terms of labour and costs.</u></b>	<b><u>Drinking Water</u></b>  <b><u>Regional Infrastructure</u></b>	<b><u>Core Budget</u></b>

## 4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain high quality water and wastewater infrastructure	<ul style="list-style-type: none"> <li>• Sustainable asset funding plans in place*</li> <li>• Complete 94% planned maintenance projects annually</li> <li>• Reduce the number of unplanned non-weather related wastewater overflows/bypasses annually (target no more than 1 overflow/bypasses annually by 2019)</li> <li>• Reduction in number of unplanned interruptions to water services each year* (baseline 2015)</li> </ul>
Ensure compliance with all regulatory requirements	<ul style="list-style-type: none"> <li>• Annual volume of drinking water supplied in compliance with water quality guidelines and regulations*</li> <li>• 100% Compliance with Island Health, Provincial and Federal drinking water health guidelines in all water service areas</li> </ul>

	<ul style="list-style-type: none"> <li>• 100% Compliance rate with operating permit conditions for all wastewater system operating permits</li> </ul>
Contribute to integrated resource management objectives	<ul style="list-style-type: none"> <li>• Qualitative observations on demonstrated progress toward integration of liquid and solid wastes*</li> </ul>

\*Corporate indicator – multiple divisions may contribute to this measure

Please see updated table of Performance Indicators below.

### KEY PERFORMANCE INDICATORS

Indicator Name	2016-2017 Planned	2016-2017 Projected	2017-2018 Planned																								
Maintenance: Planned Maintenance Completed	94%	90% <del>2%</del>	96 %																								
Regulatory Compliance: <sup>1</sup> # Regulatory Contraventions for drinking water quality	<table border="1"> <tr><td>GVWS</td><td>0</td></tr> <tr><td>JDF EA</td><td>0</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>0</td></tr> </table>	GVWS	0	JDF EA	0	SSI EA	0	SGI EA	0	<table border="1"> <tr><td>GVWS</td><td>0</td></tr> <tr><td>JDF EA</td><td>1</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>1</td></tr> </table>	GVWS	0	JDF EA	1	SSI EA	0	SGI EA	1	<table border="1"> <tr><td>GVWS</td><td>0</td></tr> <tr><td>JDF EA</td><td>0</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>0</td></tr> </table>	GVWS	0	JDF EA	0	SSI EA	0	SGI EA	0
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Regulatory Compliance: <sup>1</sup> # Regulatory Contraventions for wastewater effluent quality exceedance	<table border="1"> <tr><td>SPWWTP</td><td>0</td></tr> <tr><td>JDF EA</td><td>0</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>0</td></tr> </table>	SPWWTP	0	JDF EA	0	SSI EA	0	SGI EA	0	<table border="1"> <tr><td>SPWWTP</td><td>0</td></tr> <tr><td>JDF EA</td><td><del>0</del>1</td></tr> <tr><td>SSI EA</td><td><del>4</del>5</td></tr> <tr><td>SGI EA</td><td><del>0</del>9</td></tr> </table>	SPWWTP	0	JDF EA	<del>0</del> 1	SSI EA	<del>4</del> 5	SGI EA	<del>0</del> 9	<table border="1"> <tr><td>SPWWTP</td><td>0</td></tr> <tr><td>JDF EA</td><td>0</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>0</td></tr> </table>	SPWWTP	0	JDF EA	0	SSI EA	0	SGI EA	0
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SPWWTP	0																										
JDF EA	0																										
SSI EA	0																										
SGI EA	0																										
Safety: <sup>2</sup> Lost time incidents <sup>2</sup> # days lost <sup>2</sup> Avg days lost per claim	$\leq$ <del>40</del> 8 $\leq$ <del>420</del> 100 $\leq$ <del>45</del> 12	<del>8</del> 6 <del>400</del> 70 <del>43</del> 12	$\leq$ <del>8</del> 7 $\leq$ <del>400</del> 80 $\leq$ <del>42</del> 10																								
<u>Financial:</u> <sup>3</sup> Cost Recovery (Total Revenue/Total Costs)	<table border="1"> <tr><td>RWS</td><td>1.0</td></tr> <tr><td>JDFWD</td><td>1.0</td></tr> <tr><td>SPWS</td><td>1.0</td></tr> </table>	RWS	1.0	JDFWD	1.0	SPWS	1.0	<table border="1"> <tr><td>RWS</td><td>1.0</td></tr> <tr><td>JDFWD</td><td>1.0</td></tr> <tr><td>SPWS</td><td>1.0</td></tr> </table>	RWS	1.0	JDFWD	1.0	SPWS	1.0	<table border="1"> <tr><td>RWS</td><td>1.0</td></tr> <tr><td>JDFWD</td><td>1.0</td></tr> <tr><td>SPWS</td><td>1.0</td></tr> </table>	RWS	1.0	JDFWD	1.0	SPWS	1.0						
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<sup>1</sup> Note that these KPI's have been updated from % compliance to number of Regulatory Contraventions.

<sup>2</sup> Note that these KPI's have been updated from only Lost Time Injuries to additional metrics to reflect the severity of the incident.

<sup>3</sup> Note that this financial indicator is presented for each of the three Water Utility services, and is not limited solely to Infrastructure Operations. It relates to the expected financial performance of the relevant service as a whole.

## Contact

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 Title:            Senior Manager, Infrastructure Operations  
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# Service Plan for Infrastructure Engineering

2016-2019

Capital Regional District

*Date submitted: ~~October 7, 2015~~*

*Revised: ~~November 23, 2016~~ August 14, 2017*



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# 1 Overview

## 1.1 Division & Service Summary

The Infrastructure Engineering Division provides water and wastewater utility planning, engineering services and capital project delivery for the Integrated Water Services Department. Technical services provided by the Division include:

- Strategic asset management planning
- Capital project delivery and project management
- Engineering design and drafting
- Survey and mapping
- Response to development servicing requests and underground utility referrals
- Engineering support to IWS Operations
- Dam safety inspections and administration
- Watershed hydrology and water supply planning

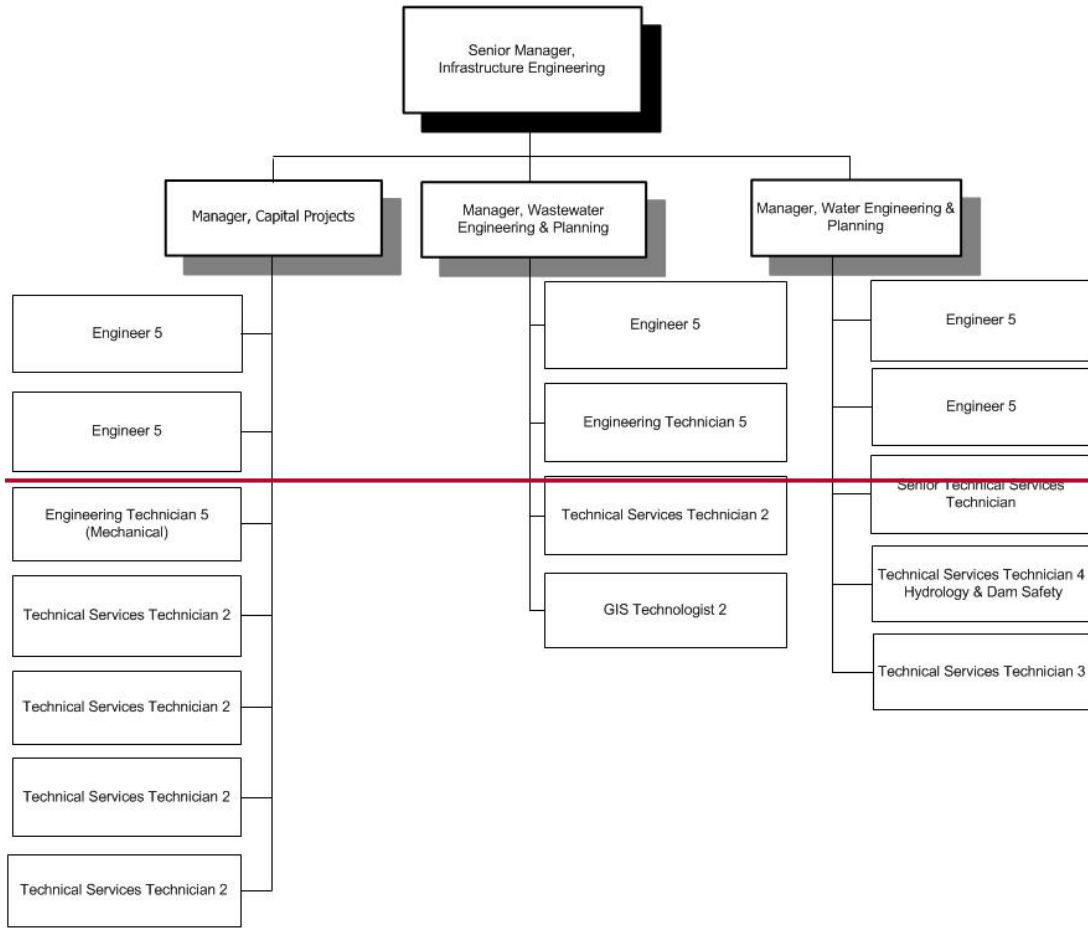
The above noted technical services are provided to the following CRD Services in the table below:

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<b>Regional Water Supply</b> Wholesale water supply to the 350,000 consumers in Greater Victoria supported through three key service areas: infrastructure planning, capital project delivery and engineering services.	<ul style="list-style-type: none"> <li>• 4 Core Municipalities (Saanich, Victoria/Esquimalt, Oak Bay)</li> <li>• Saanich Peninsula</li> <li>• JDF Distribution</li> </ul>	Funded through bulk water sales revenue	Regional Water Supply Commission (Standing)
<b>Juan de Fuca Water Distribution</b> Retail water supply to <b>58,000 residents in</b> the six municipalities in the Western Communities, Sooke, and 4 First Nations supported through three key service areas: infrastructure planning, capital project delivery and engineering services.	<ul style="list-style-type: none"> <li>• 6 Municipalities (Langford, Colwood, View Royal, Metchosin, Sooke, portion of Highlands)</li> <li>• 4 First Nations</li> <li>• JDF Electoral Area</li> </ul>	Funded through retail water sales revenue	Juan de Fuca Water Distribution Commission (Standing)
<b>Saanich Peninsula Water</b> Wholesale water supply to residents in the three municipalities on the Saanich Peninsula supported through three key service areas: infrastructure planning, capital project delivery and engineering services.	<ul style="list-style-type: none"> <li>• 3 Municipalities (Central Saanich, North Saanich, Sidney)</li> </ul>	Funded through wholesale water sales revenue	Saanich Peninsula Water Commission (Standing)

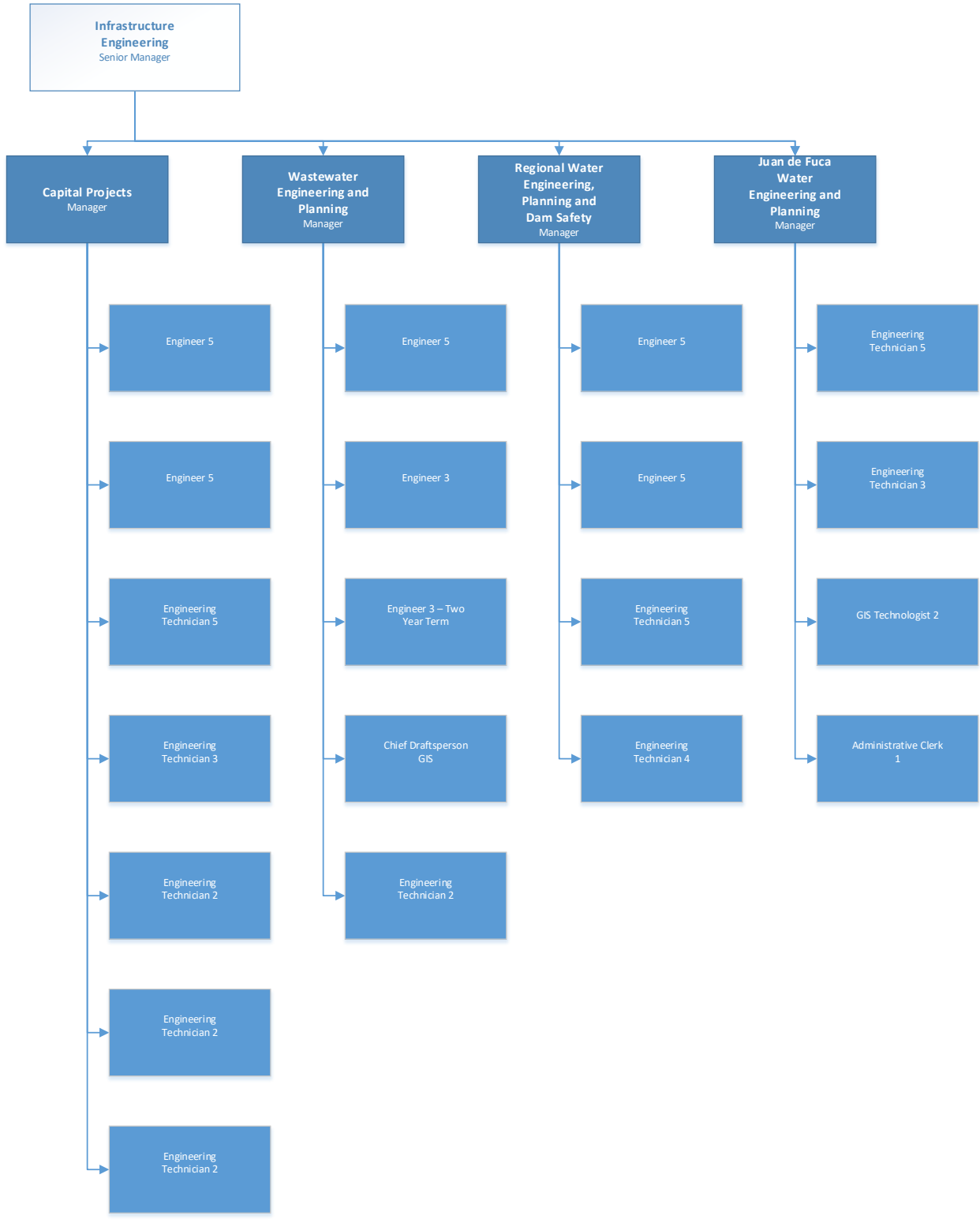
Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Core Area Wastewater</b> Sub-regional wastewater conveyance, treatment, and disposal services in the Core Area supported through three key service areas: infrastructure planning, capital project delivery and engineering services.</p>	<ul style="list-style-type: none"> <li>• 7 Municipalities (Colwood, Langford, Esquimalt, Oak Bay, Saanich, Victoria, View Royal)</li> <li>• Songhees Nation</li> <li>• Esquimalt Nation</li> </ul>	<p>Funded through tax requisition based on each participant's flow or design capacity</p>	<p>Core Area Liquid Waste Management Committee (Standing)</p>
<p><b>Saanich Peninsula Wastewater</b> Sub-regional wastewater conveyance, treatment, and disposal services for the Saanich Peninsula municipalities, and other participants supported through three key service areas: infrastructure planning, capital project delivery and engineering services.</p>	<ul style="list-style-type: none"> <li>• 3 Municipalities (Central Saanich, North Saanich, Sidney)</li> <li>• Peninsula First Nations</li> <li>• IOS and Victoria Airport</li> </ul>	<p>Funded through tax requisition based on each participant's flow or design capacity</p>	<p>Saanich Peninsula Wastewater Commission (Standing)</p>
<p><b>Local Services</b> Local services in the JDF, SGI, and SSI Electoral Areas including 12 water systems, 4 sewer systems, 1 septage facility, <del>11 harbour facilities</del><del>1-dock facility</del> supported through three key service areas: infrastructure planning, capital project delivery and engineering services.</p>	<ul style="list-style-type: none"> <li>• Small service area customers within JDF, SGI, and SSI Electoral Areas</li> </ul>	<p>Funded through parcel tax and user charges (fixed and variable)</p>	<p>Various <a href="#">Harbour, Water and Wastewater Local Service Commissions</a> (Advisory Commissions)</p>

# 1.2 Organization Chart

~~Replace organization chart with new one below.~~



# IWS Infrastructure Engineering



## 1.3 Key Trends, Issues & Risks – Service Specific

- **Infrastructure Renewal:** In general, sewer and water Infrastructure in North America has not been replaced at a sustainable rate. There is now an increased awareness of the “infrastructure deficit” and the need to replace system components, although funding is not in place for most services yet.
- **Climate Change:** As climate change occurs the summers are becoming hotter and drier and the winters are seeing more intense rain storms. This can lead towards water shortages in the summer and flooding and increased power outages in the winter. Therefore, water resources must be conserved and efficiently used throughout the region and infrastructure in flood prone areas needs to be designed with possible flooding in mind in addition to increased requirements for backup power.
- **Infrastructure Vulnerability and Emergency Preparedness:** As the region grows and the infrastructure networks age, key components of the system could become vulnerable to providing reliable service especially during an emergency situation. Plans need to be updated to mitigate risks, enhance reliability, and to be prepared.
- **Regulatory Changes:** Increased stringency of environmental, safety and electrical regulations are causing cost increases for capital projects and operating budgets. Of particular note are the Provincial requirements for dam safety and their impact on the variety of dams the service maintains and is required to improve.
- **Project Delivery:** To better meet the objectives and priorities of client’s needs and deliver more projects on time and on budget, the IE Division is exploring a number of procurement strategy options for capital projects. The design-build of the Japan Gulch Treatment Upgrade is an example of an alternative procurement option.
- **Infrastructure Growth:** To maintain client service at current levels, additional financial and personnel resources are required to meet rapid growth in a number of areas. Major growth areas that are now impacting the service are the rapid expansion of the Juan de Fuca water system and the addition of the Core Area Sewage facilities that are being delivered from now through 2020.

## 1.4 Link to Priorities

### INTEGRATED WASTE MANAGEMENT

- realign resources to effectively deliver on Board directives relating to integrated waste management and develop an overarching integrated plan
- implement an assessment framework on integration opportunities, consider innovative approaches and report on the effectiveness of programs

### CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations

### DRINKING WATER

- protect and maintain an adequate supply of safe, reliable drinking water
- invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water

### REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

### CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development



# 2 Services

## 2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Infrastructure planning</b>	<ul style="list-style-type: none"> <li>Complete long term Strategic Asset Management Plans (SAMP) for all service/systems. Plans to include modeling, capacity analysis, vulnerability assessment, emergency preparedness, infrastructure renewal plans, and financial plan for infrastructure replacement financing for 23 water and wastewater services.</li> </ul>	Complete 9 service SAMP	Complete 8 service SAMP	Review and Assess	Adjust to meet service delivery needs, as required
<b>Capital project delivery and project management</b>	<ul style="list-style-type: none"> <li>Complete project design, procurement, and delivery of capital projects planned each year, on time and budget. 2015 capital program value for 23 services – approximately \$20 million</li> </ul>	Complete \$15M - \$20M program	Complete \$20M - \$25M program <u>Total capital program = \$34.2 M</u>	Complete <del>\$20M-25M</del> - <del>\$25M-30M</del> program <u>Total capital program = \$38.2 M</u>	Complete <del>\$10M-25M</del> <del>\$20M-30M</del> program <u>Program</u>
<b>Engineering Design and Drafting</b>	<ul style="list-style-type: none"> <li>Ongoing services for development referrals; survey and mapping; engineering support to utility operations; Dam safety inspections and administration; Watershed hydrology and water supply planning</li> </ul>	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required

## 2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Regional Water Engineering &amp; Planning &amp; Dam Safety</b>	6.33	7.33	7.33	<del>6.33</del> 5.25	<del>6.33</del> 5.25
<b>Juan de Fuca Water Engineering &amp; Planning</b>				5.25	5.25
<b>Wastewater Engineering &amp; Planning</b>	5.33	5.33	5.33	<del>5.33</del> 6.25	<del>6.25</del> 5.33
<b>Capital Project Engineering</b>	8.33	8.33	8.33	<del>8.33</del> 8.25	<del>8.25</del> 8.33
<b>Total</b>	20	21	21	<del>20</del> 25	<del>20</del> 25

Supplemental Budget includes an allowance for retaining 1 staff on 2-year term engineer position to address upcoming workload demands over the next two years and including planning and execution the following initiatives/projects: Supply System Vulnerability Assessment, Strategic Asset Management Plans for all service areas, Japan Gulch Treatment Upgrade, and Ganges Wastewater Treatment Upgrade to support the growth in wastewater due to the Core Area Wastewater program. ~~—~~ The new 2-year term FTE is funded ~~entirely~~ from planned capital projects in various utility service areas operational and capital budgets related to wastewater. At the end of ~~2017~~2015, the current 5 year term engineer position (established for 5-year JDF fire flow upgrade program 2012-2016) ~~is proposed to be converted~~ into a permanent position.

## 3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>2016</b>			
<b>Wastewater Asset Management Plans</b>	Complete Strategic Asset Management Plans for Core Area system and generate prioritized asset replacement in consideration of treatment program	Integrated Waste Management Regional Infrastructure Corporate Development	Capital Budgets
<b>Small System Asset Management Plans</b>	Complete Strategic Asset Management Plans for 9 Small Water and Wastewater Systems, generate prioritized asset replacement list; identify funding model for long-term asset replacement plans	Integrated Waste Management Drinking Water Regional Infrastructure Corporate Development	Capital Budgets
<b>Saanich Peninsula Water System Asset Management Plan</b>	Complete plan to establish long term strategy for infrastructure upgrades and financial plan	Integrated Waste Management Regional Infrastructure Corporate Development	Capital Budgets

<b>Title &amp; Estimated Completion Date</b>	<b>Description</b>	<b>Priority Reference (if applicable)</b>	<b>Budget Implications</b>
<b>JDF Water Distribution System Asset Management Plan</b>	Plan to establish long term strategy for annual main and service replacement program, fire flow related upgrades, pump station and reservoir upgrades	Drinking Water Regional Infrastructure Corporate Development	Capital Budgets
<b>JDF Water Distribution Water Audit</b>	Complete system water audit that will review metering program and strategy, non-revenue water sources and quantification, demand analysis and water balance	Drinking Water	Capital Budgets
<b>Regional Water Supply System - Strategic Plan</b>	Complete studies to prepare for treatment and transmission sections of 2018-2019 strategic plan for water supply, including supply main condition assessment and replacement plan, hydraulic modeling and supply forecasting, water quality and filtration study, post disaster water supply requirements, supply system vulnerability update and dam safety improvements.	Drinking Water Corporate Development Regional Infrastructure	Capital Budgets
<b>RWSC Upgrade Disinfection Process at Japan Gulch</b>	Implement new methods of adding chlorine and ammonia to water for disinfection	Regional Infrastructure	Capital Budgets
<b>2017</b>			
<b>Municipal Water and Wastewater Service Agreements</b>	Establish master water and wastewater service agreements with municipalities across region.	Drinking Water Integrated Waste Management Corporate Development	Capital Budgets
<b>Small System Asset Management Plans</b>	Complete Strategic Asset Management Plans for 8 Small Water and Wastewater Systems, generate prioritized asset replacement list; identify funding model for long-term asset replacement plans	Integrated Waste Management Drinking Water Regional Infrastructure Corporate Development	Capital Budgets
<b>2018</b>			
<b>Regional Water Supply Strategic Plan</b>	Work with other IWS divisions in completion and release of plan	Drinking Water Regional Infrastructure Corporate Development	Capital Budgets
<b>2019</b>			
<b>Utility Infrastructure Replacements</b>	Update service capital and financial plans with 2016-2018 asset management plan recommendations	Regional Infrastructure	Capital Budgets

## 4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Reduce processing and response time	<ul style="list-style-type: none"> <li>Annual processing and response time for development servicing applications and utility referrals (baseline in 2015: response provided within 65 days of receipt). Target response within 60 days in 2016; <del>50</del><u>45</u> days in 2017; 40 days in 2018; and 30 days in 2019.</li> </ul>
Maintain strategic infrastructure investments	<ul style="list-style-type: none"> <li>Number of infrastructure replacement projects*</li> <li>Total value of infrastructure investment annually*</li> <li>Strategic asset management plans in place* (baseline in 2015: 6 plans). Target completion of 9 plans in 2016 and 8 plans in 2017.</li> </ul>
Ensure responsible delivery and completion of capital projects	<ul style="list-style-type: none"> <li>Percentage of capital projects completed on time and on budget* (target minimum 85% annually)</li> </ul>

\*Corporate indicator – multiple divisions may contribute to this measure

Please see revised table below.

### KEY PERFORMANCE INDICATORS

Indicator Name	<del>2016</del> <u>2017</u> Planned	<del>2016</del> <u>2017</u> Projected	<del>2017</del> <u>2018</u> Planned
	(Annual Target from Service Plan)	(Projected to year end)	(Revised/New Annual Target)
Reduce processing and response time	<del>60</del> <u>45</u> days	<del>50</del> <u>45</u> days	<del>45</del> <u>40</u> days
Maintain strategic infrastructure investments	2015 – <del>6</del> <u>3</u> plans 2016 - <del>9</del> <u>4</u> plans 2017 – <del>8</del> <u>5</u> plans <u>2018 – 4 plans</u>	Previous 23 SAMP plans has been reduced to 16 plans with the elimination of Saltspring and the addition of SGI Harbours. Actual progress is: 2015 – 3 plans 2016 – 4 plans 2017 – <del>5</del> <u>0</u> plans 2018 – <del>4</del> <u>2</u> plans <u>2019 – 4 plans</u> <u>2020 – 3 plans</u> All 16 plans have been started and range in completion from 25% to 100%	2015 – 100% 2016 – 100% 2017 - <del>100</del> <u>0</u> % 2018 – 100% <u>2019 – 100%</u> <u>2020 – 100%</u>
Ensure responsible delivery and completion of capital projects	<del>85% of capital projects completed on time and on budget</del> <u>80% of planned projects will have project plans and 90% will be delivered on budget</u>	<del>80</del> <u>85</u> % of planned projects will have project plans and 90% will be delivered on budget and on schedule in accordance with the project plans	<i>85% of planned projects will have project plans and 90% will be delivered on budget and on schedule in accordance with the project plans</i>

	<i>and on schedule in accordance with the project plans budget</i>		
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## Contact

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# Service Plan for Customer and Technical Services

2016-2019

Capital Regional District

*Date submitted: October 7, 2015*

*Revised: ~~August~~ November 23, 2017~~6~~*



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# 1 Overview

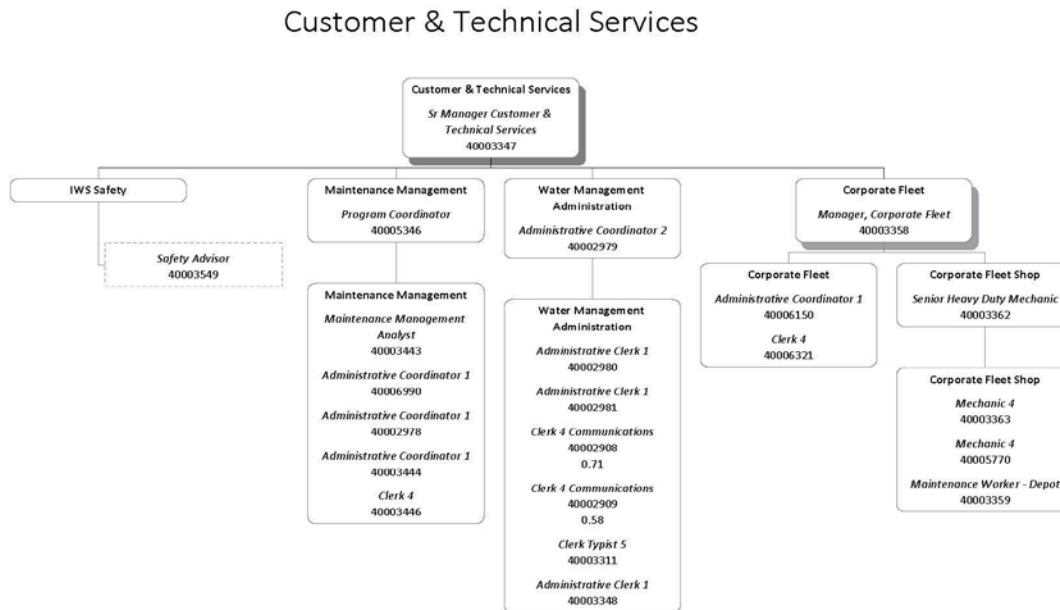
## 1.1 Division & Service Summary

Customer and Technical Services Division provide a range of services to support Integrated Water Services and other departments of the Capital Regional District, including Fleet Management Services, Maintenance Management Services, Integrated Water Services Administrative Support Services and Safety ~~Advisor Services~~ Program Support.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Administrative Support Services:</b> ensures administrative standards and staff needs are achieved, including administration of records system, document processing, scheduling and recording meetings, and the scheduling and tracking of compliance and professional development training courses and hours.</p>	<p>All IWS Divisions, Local Service Committees/Commissions, and other CRD staff at 479 Island Hwy.</p>	<p>Internal recoveries through allocations</p>	<p>Through various standing service Commissions and Committees as required.</p>
<p><b>Fleet Management Services:</b> management of 300 vehicles and equipment to achieve a well maintained, compliant, economical and reliable fleet. This service includes managing vehicle and equipment procurement and disposal; preventive maintenance and repair programs for vehicles and equipment; monitoring driver abstracts, review collisions, vehicle and driver files, perform commercial vehicle inspections and arrange training to provide a Fleet Safety program; data entry, review and reporting; development of policy, procedures and standards for fleet usage and upkeep.</p>	<p>CRD Departments</p>	<p>Internal recovery through allocations to IWS divisions and labour rates</p>	<p>Through various standing service Commissions and Committees as required.</p>
<p><b>Maintenance Management Services:</b> maintenance management and purchase order processing to maintain assets, inform decision-making, and to assign work and costs appropriately. This is service includes: managing data for infrastructure and equipment; work order creation and completion; Preventative Maintenance (PM) planning; processing purchase orders; data entry, analysis and reporting; monitor user activities and data integrity; and user support and training.</p>	<p>IWS Operations and Centralized Fleet section</p>	<p>Internal recoveries through allocations</p>	<p>Through various standing service Commissions and Committees as required.</p>
<p><b>Safety <del>Advisor Services</del> Program Support:</b> Providing Occupational Health and Safety support to ensure required documentation is in place and informed decisions are made. This service includes: developing policy and procedures; assisting in incident investigations and hazard assessments; participating in JOH&amp;S meetings; researching OH&amp;S regulations, Workers Compensation Act and industry; completing required documentation for variances and other permits.</p>	<p>CRD Departments</p>	<p>Internal recoveries through allocations</p>	<p>Through various standing service Commissions and Committees as required.</p>



## 1.2 Organization Chart



E & O. E. Regular Positions Only

## 1.3 Key Trends, Issues & Risks – Service Specific

There is an increasing demand by CVSE Inspectors for accurate and well maintained records and safety programs that meet the requirements of the BC Motor Vehicle Act division 37 and National Safety Code. At present there are not enough resources in Fleet to meet this demand.

The growth and renewal of assets, the changing needs of managers, supervisors and users and the requirement to update and maintain the asset data and preventative maintenance programs results in an increased demand on staffing resources. The opportunity exists (with appropriate resourcing) to expand the service provided through the section to include other corporate assets.

~~Ongoing changes to the requirements of the Workers Compensation Act and Occupational Health and Safety Regulations impact workload and place a financial burden on operating running a risk that compliance could be sacrificed in favour of providing a minimum service to meet budget constraints.~~

Assumption that the department safety program will still reside within the CTS division

Assumption that Facilities Management will provide support to Infrastructure Operations with the increased need for maintenance inspections of water and wastewater facility buildings.



## 1.4 Link to Board Strategic Priorities

The Division will provide support to all divisions within the IWS Department across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

### CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

### CLIMATE ACTION

- continue to use a climate lens when making decisions on vehicle replacements and policies that demonstrate how decisions align with CRD's ~~consider~~ GHG reduction target, climate action objectives and strategic priorities.
- Establish a fleet management approach that includes: GHG footprint calculations and reports when possible and install monitoring system to gather data on vehicle operation and utilization
- Use a climate lens for reduction of GHG emissions in existing buildings, facilities and infrastructure. ~~when replacing vehicles and working on the vehicle policies related to GHG reductions~~

### REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

### CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

## 2 Services

### 2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Administrative Support</b>	<ul style="list-style-type: none"> <li>• Maintains over 5200 files in the record system;</li> <li>• Processing of correspondence documents for over 35 employees and approx. 70 staff reports per year.</li> </ul>	Review & Assess	Adjust to meet service delivery needs, as required.	Review & Assess	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	<ul style="list-style-type: none"> <li>Scheduling and record minutes for more than 30 IWS teams and committees. (139 internal and 41 external meetings per year).</li> <li>Provide training coordination and tracking for more than 120 employees</li> </ul>				
<b>Fleet Management</b>	<ul style="list-style-type: none"> <li>Manage 95% of CRD fleet procurement &amp; disposal.</li> <li>Manage 85% of CRD fleet preventive maintenance and perform repairs.</li> <li>Provide a limited fleet safety program of establishing driver records, provide driver training and collision review (2015: 270 files for CRD drivers created of which 6% are complete)</li> </ul>	<p>Manage 100% of CRD fleet procurement and disposal</p> <p>Review &amp; Assess</p> <p>Complete driver record setup and driver abstract review.</p>	<p>Review &amp; Assess</p> <p>Manage 100% Perform 50%</p> <p>Maintain driver records and implement a fleet safety policy and program.</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Manage 100% Perform 75%</p> <p>Administer a comprehensive fleet safety program</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Manage 100% Perform 75%</p> <p>Maintain compliance</p>
<b>Maintenance Management</b>	<ul style="list-style-type: none"> <li>Maintain 36,000 asset records by collecting, reviewing and entering information.</li> <li>Maintain 19,000 work orders per year.</li> <li>Maintain 3,500 preventative maintenance plans.</li> <li>Data entry, analysis, monitoring and reporting</li> <li>Process 6,000 purchasing transactions per year.</li> <li>User support and training</li> </ul>	Eliminate existing back log of 720 hrs of data collection and review	Eliminate existing back log of 740 hrs of data input and maintenance plan creation	Maintain asset records and maintenance plans	Review & Assess
<b>Safety Advisor Support</b>	<ul style="list-style-type: none"> <li><u>Provide Safety Program support to the department</u> Guidance and advice, research, site visits and procedure development</li> </ul>	Review & Assess	Adjust to meet service delivery needs, as required.	Review & Assess	Adjust to meet service delivery needs, as required.

## 2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administrative Support	7.29	7.29	8.29	8.29	8.29
Fleet Services	7	7	7	7	7
Maintenance Management	5	6	6	6	6
Safety Advisor	1	1	1	<del>1</del> 04	4
<b>Total</b>	20.29	21.29	22.29	<del>22</del> 1.29	<del>22</del> 1.29

### 2016

#### **Fleet Clerk ( No new FTE pending use of IWS Custodian position)**

The administration required to maintain records for regulatory compliance, policy and maintenance planning requires an additional FTE. Areas of current noncompliance include driver records and hours of work for drivers, areas of backlog include vehicle records, maintenance data and asset data.

#### **Maintenance Management Clerk**

A Maintenance Management Clerk is required to maintain asset information and a related maintenance plan, provide transactional reports, monitoring and improve user support and documentation. This position will be essential to ensure the backlog of a maintenance plan setup is eliminated with all assets requiring operation and maintenance being included in the management system, then working closely with operations staff to administer the maintenance planning and maintenance work flow moving forward.

### 2017

1 FTE transferred from Watershed Protection to Customer & Technical Services (the total FTE count for IWS remains the same).

### 2018

1 FTE transferred from Customer & Technical Services to Human Resources.

# 3 ~~3~~ Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>2016</b>			
<b>Fleet Maintenance Study</b> <del>On-schedule-complete</del>	Under take a study of industry practices to optimize best practices for CRD fleet maintenance.	Climate Change Regional Infrastructure Corporate Development	\$60,000 single supplementary
<b>Fleet Management Software</b>  to be completed in 2018	To facilitate all aspects of fleet management in one platform. Review Fleet requirements and ability of existing ERP system to meet the needs and implement.	Climate Change Regional Infrastructure Corporate Development	\$150,000 capital project
<b>Fleet Card (fuel/maintenance)</b>  on schedule <u>for completion in 2017</u>	Implement a single source fuel/maintenance procurement card system to improve fuel use tracking and reporting and management of external service provider agreements	Climate Change Regional Infrastructure Corporate Development	\$25,000 set up costs single supplementary and \$3.25 per month per vehicle continuous supplementary.
<b>Maintenance Plans</b>  <b>Completion - ongoing</b>	<p>The maintenance management clerks are responsible to ensure that each of the five service area's that use SAP PM receives the support needed to maintain assets and make informed decisions regarding maintenance programs.</p> <p>Create maintenance management plans for all assets in backlog.</p> <p>Improve access, reliability and effectiveness of SAP PM documentation, estimates on work orders</p> <p>Assist in SAP PM development projects such as effective use of Syclo, electronic document management and ongoing development and testing.</p>	Climate Change Regional Infrastructure Corporate Development	\$80,000 continuous supplementary (1 x FTE for new Maintenance Management Clerk)
<b>National Water and Wastewater Benchmarking Initiative (NWWBI)</b>	Benchmark the Regional Water System and Juan De Fuca Distribution system to 45 utilities across Canada.	Regional Infrastructure	Core Budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>Ongoing initiative</b> <del>to be started</del>	The benchmarks represent business outcomes that are feasible, practical and useful to attain such goals as protection of the environment, reliable service and assets and meet service levels and economic efficient standards.		
<b>2017</b>			
<b>Asset Data and Maintenance Plans</b> <del>completed</del>	Capture and enter all data associated with critical IWS equipment, and associating preventative Maintenance scheduling (1,500hrs of combined backlog)	Climate Change Regional Infrastructure Corporate Development	Core budget (\$15,000 Labour allocation from IWS Ops to collect data and auxiliary resource to enter data)
<b>2018</b>			
<b>Fleet Safety Program</b>	Design, implement and administer a comprehensive Fleet Safety Program to ensure vehicle and driver records and training meet regulatory compliance. <u>Review with the input from the Corporate Safety Manager.</u>	Corporate Development	Funding requirements TBD <del>in 2018</del> . following <del>2016 Fleet Safety Program Review</del>
<b>2019</b>			
<b>Continuation of projects as above</b>			

# 4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Contribute to corporate climate action objectives	<ul style="list-style-type: none"> <li>Number and impact of projects and partnerships that demonstrate support for reductions in greenhouse gas (GHG) emissions and for increased climate resiliency*</li> <li>Annual GHG emissions of corporate fleet* (baseline year 2016)</li> </ul>
Increase knowledge and compliance with corporate fleet policies	<ul style="list-style-type: none"> <li>Complete CRD Central Fleet Policies and Strategic Plan by end of 201<u>8</u><del>6</del></li> </ul>
Maintain high quality support to IWS and other CRD divisions	<ul style="list-style-type: none"> <li>Increase administrative and business process documentation for divisional support to the IWS department annually (baseline 60% in 2015)</li> <li>Measure internal customer satisfaction rates with Administration, Centralized Fleet, Maintenance Management and Safety <u>in 2018</u> (target minimum of 75% satisfaction rate annually)</li> </ul>

\*Corporate indicator – multiple divisions may contribute to this measure

Please see revised table below

## KEY PERFORMANCE INDICATORS

Indicator Name	2016 Planned	2016 Projected	2017 Planned
Vehicle and equipment Policies and Procedures	Complete update of policies	Complete 10 Fleet policies related to GHG and a Green Fleet.	<u>Appoint consultant to complete</u> <del>Complete</del> Fleet management policies
GHG emissions	Fuel card implementation to measure fuel use	Complete business case for implementation	Complete fuel card implementation
<u>Fleet</u> Maintenance Study	Complete study		Develop <u>corporate initiatives standards</u> from study results <u>in 2018</u>

## Contact

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**SERVICE NAME:** Juan de Fuca EA Community Parks & Recreation

**Changes in Assumptions, Trends, and Other Issues since 2017:** (linked to section 1.3 and 1.4 of the detailed service plan)

- No changes

**Overall 2017 Budget Performance:** (linked to budget forecast to year end)

- A favourable variance of \$20,000 (11%) is expected due to the vacancy in the Parks Manager position and low spending on Contract for Services. The surplus will be transferred to a Capital Fund for future capital improvements

**Update to Division Initiatives:** (linked to section 3 of the detailed service plan)

- 2017 divisional initiatives updated to reflect continuation of the Kemp Lake Foreshore Access Project and the new Rural Dividend BC – Port Renfrew Tourism Trail

**Service Adjustments and Staffing Levels:** (linked to section 2 of the detailed service plan)

- Reduce CORE operating budget to reallocate wages to capital projects identified in the service plan
- Hire an auxiliary J06 Admin clerk for 1 day per week to assist Manager

<b>Key Performance Indicators: (linked to section 4 of the detailed service plan)</b>			
<b>Indicator Name</b>	<b>2017 Planned</b>	<b>2017 Projected</b>	<b>2018 Planned</b>
<b>Service Goal: Ensure responsible stewardship of parks and trails – trail network development – Port Renfrew</b>	1.5 km Port Renfrew Tourism Trail	1.5 km Port Renfrew Tourism Trail	1.5 km Port Renfrew Tourism Trail
<b>Service Goal: Increase access to community parks, trails and recreational programming</b>	Develop improved road and parking access to Kemp Lake boat launch and install for boat launching, fishing and swimming	Develop improved road and parking access to Kemp Lake boat launch and install for boat launching, fishing and swimming	Develop improved road and parking access to Kemp Lake boat launch and install for boat launching, fishing and swimming
<b>Service Goal: Increase access to community parks, trails and recreational programming</b>	Working in partnership with the Friends of Coppermine Park Society to construct a picnic shelter at Coppermine Park	Working in partnership with the Friends of Coppermine Park Society to construct a picnic shelter at Coppermine Park	Working in partnership with the Friends of Coppermine Park Society to construct a picnic shelter at Coppermine Park

## Contact

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# Service Plan for Juan de Fuca Parks & Recreation

2016-2019  
~~(2017)~~ (2018)

Capital Regional District

Date submitted: ~~August 2016~~ August 2017



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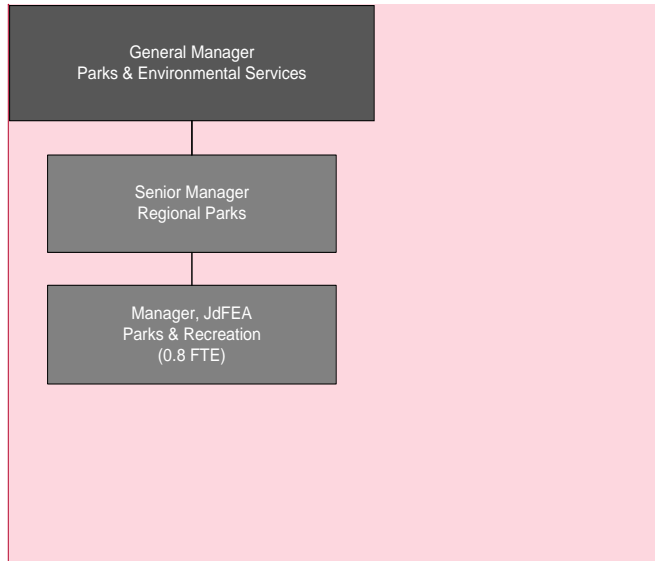
# 1 Overview

## 1.1 Division & Service Summary

The Juan de Fuca Electoral Area (JdFEA) Parks & Recreation serves the unincorporated communities of Port Renfrew, Shirley/Jordan River, Otter Point, Willis Point, Malahat and East Sooke. With advice from the nine-member Parks and Recreation Advisory Commission, the division is responsible for the acquisition, development and maintenance of community parks as well as the provision of community recreational programming in the electoral area. The division is also responsible for overseeing the operations and maintenance needs of the Port Renfrew Community Centre, working with a local operating committee.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Planning, management and maintenance of Community Parks System (24 community parks and 8.1 kilometers of trails)</b></p> <p>A small seasonal staff carries out maintenance and development of trails and park facilities and project implementation goals. Staff also collaborate with various partners and volunteer organizations in the maintenance of parks and trails.</p>	<p>Juan de Fuca Electoral Area communities</p> <p>Volunteers through Stewardship Agreements</p>	<p>Requisition, revenue, grants, donations</p>	<p>Juan de Fuca Electoral Area Parks and Recreation Advisory Commission</p>
<p><b>Delivery of recreational programming and community events</b></p> <p>Health and fitness classes are provided to residents by contracted professionals. The program also supports one-time community recreational events, as well as volunteer organizations providing guided hikes and other recreational initiatives.</p>	<p>Juan de Fuca Electoral Area communities, except Willis Point</p> <p>Volunteers through Stewardship Agreements and third party organizations</p>	<p>Requisition, volunteers</p>	<p>Juan de Fuca Electoral Area Parks and Recreation Advisory Commission</p>
<p><b>Management and maintenance of Port Renfrew Community Centre</b></p> <p>The Community Centre supports leased office space, as well as a space for local recreational, cultural and meeting events.</p>	<p>Port Renfrew community</p>	<p>Revenue</p>	<p>Community Centre Operating Committee under Juan de Fuca Parks and Recreation Advisory Commission</p>

## 1.2 Organization Chart



Commented [AS1]: jffManager position is currently 0.6 FTE

## 1.3 Key Trends, Issues & Risks – Service Specific

### Community Parks

Through 7 Stewardship Agreements and 7482-volunteers, Juan de Fuca Parks achieves a significant level of community support in the maintenance of specific parks and playgrounds. Some volunteers coordinate community events in parks, guided hiking programs, as well as educational and ecosystem health (removal of invasive species) initiatives.

Another key trend for JdFEA Parks & Recreation is the collaboration between Regional Parks and Community Parks. Over the past 2 years, Regional Parks and Juan de Fuca Community Park managers have continued to develop an integrated operational and management organization and Division Plans. Although both programs remain funded through separate tax bases, real cost and operational efficiencies continue to be realized through the coordinated management team approach, and Regional Parks ability to provide equipment and professional staff support to community park initiatives as they become available.

Parks Program Requisition Levy: The maximum levy was increased in March 2016 to \$203,027. This allows for the program to now keep pace with annual operational and cost of living increases. The long-term objective should be the amalgamation of the parks and recreation program budgets.

## 1.4 Link to Priorities

### BIODIVERSITY & ECOLOGICAL HEALTH

- assess service needs, respond to issues that threaten ecological health such as wildlife and invasive species, and profile best practices
- integrate a climate lens in our land acquisition strategies

### PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

### REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

### RECREATION, ARTS & CULTURE

- support increased access to community arts and recreation through programming and strategic investments

### ACTIVE & MULTI-MODAL TRANSPORTATION

- manage trails as transportation corridors, establish a Transportation Service, deliver active transportation programming

## 2 Services

### 2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Community Parks</b>	Inspect/Maintain 8.1 km of trails per year	Potential new trail (1.7 km) if Statutory Right of Way obtained	Review and Assess	<del>Adjust to meet service delivery needs, as required.</del> Potential new trail (1.5 km) if Rural Dividend-Port Renfrew	Review and Assess

				<u>funding obtained</u>	
	Maintain/repair 21 park facilities per season	22 facilities	23 facilities	Review and Assess	Adjust to meet service delivery needs, as required.
	Maintain two sports fields (baseball) and two tennis courts	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required
	Maintain two playgrounds and 16 pieces of playground equipment	17 pieces	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	Add 25 signs	Add/replace 5 signs/year	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	Remove invasive species at 3-5 locations per year	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	7 stewardship agreements and 82 volunteers	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
<b>Recreation Programs</b>	Support 5 recreation program contracts and 2-3 events or initiatives	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required
<b>Port Renfrew Community Centre</b>	Manage 100% of centre operating costs through revenue	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required

## 2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Program Management</b>	0.86 Perm. PT	0.86 Perm. PT	0.86 Perm. PT	0.86 Perm. PT	0.86 Perm. PT
<b>Two auxiliary staff 4 months/year</b>	2 AUX, four mos/yr	2 AUX, <u>four-five</u> mos/yr	2 AUX, <u>four-five</u> mos/yr	2 AUX, <u>four-five</u> mos/yr	2 AUX, <u>four-five</u> mos/yr



Supplementary FTEs	0	0	0	0	0
<b>Total</b>	<b>0.86</b>	<b>0.86</b>	<b>0.86</b>	<b>0.86</b>	<b>0.86</b>

### 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<b>2016</b>			
<b>Establish new parkland</b>	Establish parkland or 5% cash-in-lieu for land acquisition through development permits or rezoning applications received by local area planning (mandated requirement under Local Government Act, Sec. 510)	Biodiversity & Ecosystem Health  Regional Infrastructure	Core Budget
<b>Trail Maintenance</b>	Maintain existing 8.1 km of trails on a monthly basis and remove hazards	Recreation, Arts & Culture	Core Budget
<b>Community Recreation Programming</b>	Continue to deliver a range of recreation programs to residents in the electoral area. Advertise for new contract in 2016	Recreation, Arts & Culture	\$15,000 Core Budget
<b>Guided Hiking Program</b>	Assist the Juan de Fuca Community Trails Society (via Stewardship Agreement) to maintain guided hiking program, information brochure, and support equipment for volunteer guides	Recreation, Arts & Culture	\$800 Core Budget
<b>William Simmons, Park seasonal toilets</b>	Provide seasonal toilet services for new development area (completed in 2015) until funding allows for permanent facility	Regional Infrastructure	\$1,500 per season Core Budget
<b>Invasive species removal</b>	Remove selected invasive species from park lands and community trails, with assistance from volunteers	Biodiversity & Ecosystem Health	Core Budget
<b>Stewardship agreements</b>	Provide support and assistance to Society volunteers assisting to maintain parks and trails	Biodiversity & Ecosystem Health	Core Budget
<b>2017</b>			
<b>Kemp Lake Foreshore Access</b>	Develop improved road and parking access to Kemp Lake boat launch and install dock structure that accommodates boat launching, fishing and swimming. (Potential partnership with Freshwater Fisheries Society of B.C.)  <u>Through a public consultation process, investigate the feasibility of improving the existing lake access at Milligan and Manatu Roads, as well as installing angling and lake</u>	Regional Infrastructure	\$45,000 Freshwater Fisheries Society of B.C., Gas Tax Grant and \$10,000 Capital Funds Core Budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	<u>recreation infrastructure at Kemp Lake in an effort to enhance recreation experiences for local area residents.</u>		
<b>Rural Dividend BC – Port Renfrew Tourism Trail</b>	<p>An application was submitted to Rural Dividend BC for funding for a 1.5 km trail in the core area of Port Renfrew for a total value of \$111,000</p> <p>An application for a Community Works Fund Grant for \$12,500 was submitted to assist with completing the project</p> <p>Funding dependent</p>	Active & Multi-modal Transportation	\$10,020 Capital Funds Core Budget
<b>2018</b>			
<b>Becher Bay Viewpoint Access Trail</b>  Previously 2017	Develop a 123-metre trail on existing Ministry of Transportation & Infrastructure foreshore access; construct small 2-3 car parking area, foot bridge and viewpoint bench. (Potential 2 year project if funding available.)	Biodiversity & Ecosystem Health	\$20,000 Core Budget
<b>Wieland Trail Alternate Transportation Funding</b>  Previously 2016	Seek Gas Tax funding to develop 1.7 km of trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route (dependent on whether final Statutory Right of Way be secured)	Biodiversity & Ecosystem Health  Active & Multi-modal Transportation	\$5,000 Core Budget and \$80,000 Gas Tax Grant
<b>Seagirt Ponds Park Stewardship Strategy</b>  Previously 2016	<p>Assist Seagirt Ponds Preservation Society with development of interpretive information kiosk, <del>and potential pond viewing platform and consideration of a bench placement</del></p> <p>Funding dependent</p>	Biodiversity & Ecosystem Health	<del>\$3,000</del> 1,200 Core Budget and Society Funding
<b>Kemp Lake Foreshore Access</b>  Previously 2017	<p>Develop improved road and parking access to Kemp Lake boat launch and install dock structure that accommodates boat launching, fishing and swimming. (Potential partnership with Freshwater Fisheries Society of B.C.)</p> <p><u>Project contingent on approval from Island Health regarding drinking quality and final approval from the Ministry of Transportation and Infrastructure</u></p> <p><u>Through a public consultation process, investigate the feasibility of improving the existing lake access at Milligan and Manatu Roads, as well as installing angling and lake recreation infrastructure at Kemp Lake in an</u></p>	Regional Infrastructure	\$45,000 Freshwater Fisheries Society of B.C., Gas Tax Grant and \$10,000 Capital Funds Core Budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	<u>effort to enhance recreation experiences for local area residents.</u>		
<b>Coppermine Park Picnic Shelter</b>	<u>Working in partnership with the Friends of Coppermine Park Society to construct a picnic shelter at the east end of the ball field</u>  <u>Vounteer assistance dependent</u>	<u>Regional Infrastructure</u>	<u>In kind donation of timber from the East Sooke Fire Comission</u>  <u>\$1,800 Core Budget and Society Funding (\$5,000)</u>
<u>Proposed Amendment to Bylaw No. 3763, "Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011" and Bylaw No. 3795, "Community Parks Regulations (Juan de Fuca and Salt Spring Island Electoral Areas) Bylaw No.1, 2012"</u>	<u>Bylaw amendments may be required should Salt Spring Island referendum be successful</u>		
<u>Proposed Bylaw No. 4101, "A Bylaw to Establish A Land Acquisition Fund for Juan de Fuca Electoral Area Community Parks"</u>	<u>Bylaw desired by the Commisison to permit use of the land acquisition reserve fund for purposes of acquiring other lands for dedication as park. The term "acquiring" in the bylaw includes "any interest in land, including any right, title or estate in it of any tenure, with all building and houses". This will include the ability to purchase statutory rights-of-way.</u>		
<b>2019</b>			
<b>Juan de Fuca EA Community Parks Strategic Plan</b>	Initiate review of and hold consultations on the current 10-year plan (2010) with an approval date by the end of the year	Public Engagement & Communications  Biodiversity & Ecosystem Health	\$10,000 Core Budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<u>Becher Bay Viewpoint Access Trail</u> Previously 2017	Develop a 123-metre trail on existing Ministry of Transportation & Infrastructure foreshore access; construct small 2-3 car parking area, foot bridge and viewpoint bench. (Potential 2 year project if funding available.)	Biodiversity & Ecosystem Health	\$20,000 Capital Funds
<u>Wieland Trail Alternate Transportation Funding</u> Previously 2016	Seek Gas Tax funding to develop 1.7 km of trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route (dependent on whether final Statutory Right of Way be secured)	Biodiversity & Ecosystem Health  Active & Multi-modal Transportation	\$5,000 Capital Funds and \$80,000 Gas Tax Grant
<u>Shores Community Park Access Trail</u> Previously 2018	Construct a 165 meter trail from Petrel Drive cul-de-sac to the Juan de Fuca shoreline. (Potential 2 year project if funding available.)	Biodiversity & Ecosystem Health	\$24,000 Capital Funds Core Budget

### 3 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain sustainable operations	<ul style="list-style-type: none"> <li>• <del>New funding bylaw adopted and amalgamation of Parks and Recreation program budgets by 2016</del></li> <li>• % of operating costs achieved through revenue sources at Port Renfrew Community Centre (target 100%)</li> </ul>
Increase access to community parks, trails and recreational programming	<ul style="list-style-type: none"> <li>• Increased participation in recreation programs*</li> <li>• 5 recreation programs overall offered to the public*</li> <li>• 4 events or initiatives supported annually (2015 baseline)</li> </ul>
Ensure responsible stewardship of parks and trails	<ul style="list-style-type: none"> <li>• Amount of invasive species removed from regional parks*</li> <li>• Target a minimum of one community park land development or trail network improvement projects annually</li> <li>• Maintain a minimum of 7 stewardship agreements annually</li> <li>• 82 volunteers engaged annually through stewardship agreements (2016 baseline)</li> </ul>
Engage the community in future strategic directions	<ul style="list-style-type: none"> <li>• Participation rates of residents in two-way dialogue and engagement opportunities*</li> <li>• Approval of the 2020-2030 Juan de Fuca EA Community Parks Strategic Plan</li> </ul>

\*Corporate indicator – multiple divisions may contribute to this measure.

## Contact

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**REPORT TO ELECTORAL AREA SERVICES COMMITTEE  
MEETING OF OCTOBER 18, 2017**

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**SUBJECT**      **Implications of the *Building Act*, Building Regulations, and BC Energy Step Code for the Capital Regional District**

**ISSUE**

The purpose of this staff report is to update the Electoral Area Services Committee on the implications of the new *Building Act*, S.B.C. 2015, c.2, the Building Regulations, and the new BC Energy Step Code for the Capital Regional District (CRD).

**BACKGROUND**

When the Province brought the *Community Charter* into effect on January 1, 2004, jurisdiction for building regulation was formally established as an area of concurrent jurisdiction between the Province and local governments. Local governments were provided some limited jurisdiction to regulate in the area of building standards without the specific approval of the Minister responsible for the Building Code under the Buildings and Other Structures Bylaws Regulation, B.C. Reg. 107/2007.

**Building Act and Building Regulations**

In 2015, the Province of British Columbia enacted the *Building Act*, S.B.C. 2015, c. 2 and since that time has enacted a series of amendments to regulations intended to provide some clarity around the issues regarding the jurisdiction of local governments in relation to building regulation.

The core features of the new *Building Act* included the following:

- the establishment of a mandatory credentialing system for building officials;
- curtailing provisions in local government building bylaws that established standards beyond the BC Building Code in order to establish more consistency throughout the Province; and,
- creating a potential for site-specific building regulations by the Province which may lead to approval on a case by case basis of well-considered innovative approaches to building standards developed by individual local governments or groups of local governments.

When fully brought into effect, consequential amendments to the *Building Act* will repeal section 9 (1) (d) of the *Community Charter* that currently allows local government broad authority to regulate building construction. However, after December 15, a local government building bylaw will have no effect if it “relates to” a matter that is subject to a requirement in a provincial regulation or that the Province specifically prescribes as a “restricted matter”. To this point, the Province’s approach has been to single out a few areas where local government authority will be “unrestricted” and all other matters relating to building standards are not to be dealt with in the building bylaw. This is a significant change in local government jurisdiction which will take effect on December 15, 2017. After that date, any regulations in a local building bylaw that relate to a matter regulated under the Provincial Building Code will have no effect except as permitted as an unrestricted matter.

The CRD Building Regulation Bylaw No. 3741 deals with the administration of the building permitting system in place in the CRD to provide for inspections related to the Provincial Building Code. Legal counsel to the CRD has reviewed the CRD’s Building Regulation Bylaw 3741 and determined that the CRD Building Bylaw does not incorporate regulations that are vulnerable to becoming inoperative as of December 15, 2017.

There is a time limited ability for local governments to adopt regulations relating to:

- (a) fire sprinklers and fire sprinkler systems; and,
- (b) Any matter as it relates to the accessibility of a building to persons with disabilities.

If the Board wished to regulate building construction in these areas, it would have until December 15, 2017 to do so. (Staff will bring forward a report that will address the above item.)

The Minister has authority to prescribe matters that are “unrestricted” in relation to which local governments will be able to adopt bylaws. In addition, a local government may seek to have a bylaw approved by the Minister. The Province can approve the existing Building Bylaw with unrestrictive matters. To this point, the Province has adopted two regulations that carve out some limited area for local government jurisdiction in relation to building standards. The areas that have been prescribed as “unrestricted matters” by the Province in the Building Regulations include a number of matters that relate to development within certain development permit areas, water supply for firefighting, setbacks within flood plains and the heritage features of heritage buildings.

The Municipal Insurance Association (MIA) has recently prepared revisions to its core bylaw provisions following the enactment of the *Building Act*. The MIA Core Bylaws are being amended with wording that will comply with the *Building Act*.

#### BC Energy Step Code

The other area that has been turned over to local government regulation is in relation to energy conservation and greenhouse gas emissions. In April 2017, the Province of BC adopted the BC Energy Step Code as regulation which introduced performance-based standards that could be incorporated by local governments into their building permit requirements. Although the new step code is not prescriptive, should a local government voluntarily amend its bylaw to incorporate it, this would result in performance based standards to be met by buildings, including both residential and commercial construction. A guide outlining the implications of the BC Energy Step Code is attached as Appendix A.

It is not recommended to make any changes to the CRD Building Bylaw to incorporate any step code requirements until there is further engagement and understanding of the impacts this will have on the building industry.

#### **ALTERNATIVES**

##### *Alternative 1*

That the Electoral Area Services Committee recommends to the Capital Regional District Board:

That staff update the building bylaw to reflect language contained in the Municipal Insurance Association document in order to address risk managements perspectives.

##### *Alternative 2*

That the report be received for information only.

### Intergovernmental Implications

With the development by the MIA of a revised and updated bylaw containing core building provisions, it is likely that many local governments will be updating their building bylaws to reflect language contained in the MIA document. While the CRD is not a member of MIA, there is value in avoiding having the CRD under a very different regulatory regime compared to other local government jurisdictions across the Province, particularly where the MIA bylaw is prepared from a risk management perspective.

Any implementation of the BC Energy Step Code requirements should be done in a manner that is as consistent as possible with other local government jurisdictions in the capital region.

### Financial Implications

The new BC Building Code requirements will impact the Building Inspection budget as it will require that all Building Officials be certified. However, this should help reduce liability concerns.

### CONCLUSION

While it has been determined that it is not necessary for the CRD to update its Building Regulation Bylaw in direct response to the *Building Act*, it may be prudent at some point in the near future to review the Building Regulation Bylaw in light of the revisions to MIA's core document in order for the CRD to avoid having a very different regulatory regime compared to other local government jurisdictions in compliance with the MIA.

The new BC Energy Step Code has been adopted in regulation and is applicable to commercial and multiple residential buildings. It is not mandatory to incorporate the requirements into the CRD Building Bylaw and it is not recommended to update the CRD Building Bylaw until the impacts are further understood.

### RECOMMENDATION

That the Electoral Area Services Committee recommends to the Capital Regional District Board:

That staff update the building bylaw to reflect language contained in the Municipal Insurance Association document in order to address risk managements perspectives.

Submitted by:	Robert Gutierrez, RBO, Manager Building Inspection
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

RG:jv

Attachments: Appendix A – Provincial Policy: Local Government Implementation of the BC Energy Step Code.





Office of Housing and  
Construction Standards



# Provincial Policy: Local Government Implementation of the BC Energy Step Code

Section C2 of the *Building Act* Guide

April 2017



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## 1. About this Guide

In spring 2015, the Province passed the *Building Act*, the first Act dedicated solely to building and construction.

This guide is part of a series of informational materials prepared by the Province that forms the *Building Act* Guide. It explains the policy intent of the BC Energy Step Code and its use and application by local governments and other local authorities under the *Building Act*. If the *Building Act* information you are seeking is not in this guide, [check online](#) for more information, including other guides in this series. This guide may be revised in future. Please ensure you are reading the most current version which will always be available [online](#).

This guide is not a stand-alone document but is meant to complement additional educational materials about the BC Energy Step Code developed by the Building and Safety Standards Branch and the Energy Step Code Council, as explained later in this guide.

The information provided here is for guidance only and is not a substitute for provincial legislation. It is not legal advice and should not be relied upon for that purpose.

### **A Note about the *Building Act* Guide**

The *Building Act* Guide provides information about the Act for local authorities, building officials, and those working in the building construction sector. Sections of the guide are released as the Act and the supporting regulations come into force. The following sections are available [online](#):

#### **Part A – Introduction**

- A1 - Understanding B.C.'s Building Regulatory System
- A2 - A Guide to the *Building Act*: Modernizing B.C.'s Building Regulatory System
- A3 - *Building Act* Brochure
- A4 - *Building Act* Introductory PowerPoint Presentation

#### **Part B – Information for Specific Stakeholders**

- B1 - What Local Governments Need to Know about the *Building Act*
- B1 Appendix - Changes for Local Governments Under Section 5 of the *Building Act*
- B2 Short - What Building and Plumbing Officials Need to Know about the *Building Act*
- B2 Full - What Building and Plumbing Officials Need to Know about the *Building Act*

#### **Part C – New Procedures (How to...)**

- C1 - A Guide to Requesting a Local Authority Variation
- C2 - Provincial Policy: Local Government Implementation of the BC Energy Step Code (this section)



## 2. Introduction: What is the BC Energy Step Code?

The BC Energy Step Code is a voluntary roadmap that establishes progressive performance targets (i.e., steps) that support market transformation from the current energy-efficiency requirements in the BC Building Code to net zero energy ready buildings. It establishes a set of incremental performance steps for new buildings that aims to communicate the future intent of the Building Code and improve consistency in building requirements across British Columbia (B.C.) to transition to net zero energy ready buildings by 2032. It is a voluntary tool local governments across B.C. can use to encourage—or require—the construction of more energy-efficient buildings in their communities, and do so in a consistent, predictable way.

The BC Energy Step Code takes a new, performance-based approach rather than the traditional prescriptive approach. This means the BC Energy Step Code does not specify *how* to construct a building, but identifies an energy-efficiency target that must be met and lets the designer/builder decide how to meet it. The BC Energy Step Code has four steps for large, complex buildings (referred to as Part 3 buildings in the BC Building Code), and five steps for houses and small buildings (referred to as Part 9 buildings in the Building Code).

A key feature of the BC Energy Step Code is that every level of performance (or ‘step’) is evaluated using the same tests and metrics. This is intended to create a consistent way of measuring and understanding energy use in all buildings, regardless of their level of performance, and prepare industry for a province-wide performance-based building approach. Higher steps in the BC Energy Step Code represent higher performance targets (i.e., greater energy efficiency), but use the same measurement tools as the lower steps.

The first step in the BC Energy Step Code—called the ‘Enhanced Compliance Step’—means building to the current requirements in the BC Building Code and measuring the performance of the building using the modelling and measuring tools of the BC Energy Step Code. This allows the builder, owner, or designer to satisfy the current expectations of the BC Building Code using the tests and metrics required for all higher performance steps. It involves analyzing building performance using a computer energy modelling program, which is a common approach to all high-performance building, and testing the air leakage rate of the building during construction, which is an indicator of a building’s energy efficiency.

### What is a net zero energy ready building?

For the purposes of this guide, a net zero energy ready building can be defined as a building built to high energy-efficiency standards such that it could (with additional measures) generate enough onsite energy to meet its own energy needs.

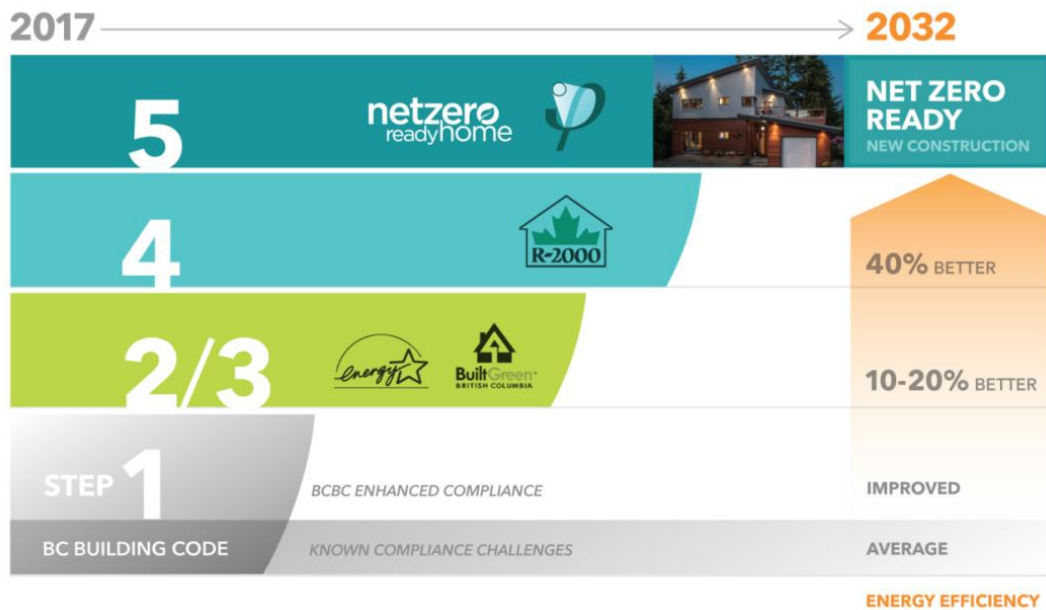
BC Energy Step Code: Lower and Higher Steps		
Building Type	Lower Steps	Higher Steps
Part 3 Residential	Steps 1 and 2	Steps 3 and 4
Part 9 Residential	Steps 1, 2 and 3	Steps 4 and 5



In addition to energy modelling and airtightness testing, all steps of the BC Energy Step Code use metrics to model the designed performance of the building envelope (insulation, air leakage, doors and windows, etc.), and the efficiency of the systems and equipment inside the building (heating, ventilation, etc.). To satisfy each step of the BC Energy Step Code, a builder needs to demonstrate that they have satisfied both the envelope target and the equipment and systems target—a different approach than has been used in the past.

The BC Energy Step Code is voluntary and is intended to apply to the construction of new buildings. Local governments and other local authorities may choose to require the steps in the BC Energy Step Code in their jurisdictions, but they are not obligated to do so; when they do, it is expected they will follow the policy guidance provided in this guide. Similarly, developers, builders, or owners may choose to build more energy-efficient buildings according to the requirements in the BC Energy Step Code, and may do so even if the jurisdiction in which they are building does not require it; however, they are not obligated to unless the jurisdiction in which they are building requires it.

### The BC Energy Step Code: Steps for Part 9 Buildings



#### 2.1 Principles of the BC Energy Step Code

The BC Energy Step Code represents a substantial consensus among a broad range of stakeholders who participated in a series of working groups and committees over the past two years. The following key principles guided this work:

- **Provincial Priorities:** Consider provincial priorities, including the 2016 Climate Leadership Plan and housing affordability, when developing the BC Energy Step Code.
- **Consistency:** Increase the consistency of technical building requirements and practices across the province.



- **Local Options:** Provide local governments with options to meet adopted targets, policies, and actions to reduce greenhouse gas emissions, as required under the *Local Government Act*, and meet voluntary commitments under the *Climate Action Charter*.
- **Industry Flexibility:** Provide industry with flexibility to adjust to new technologies and clear guidance on the long-term intent of the BC Building Code.
- **Market Transformation:** Transition the market towards increased accountability and measurable improvements in energy efficiency.

## 2.2 Multi-Partner Collaboration and the Energy Step Code Council

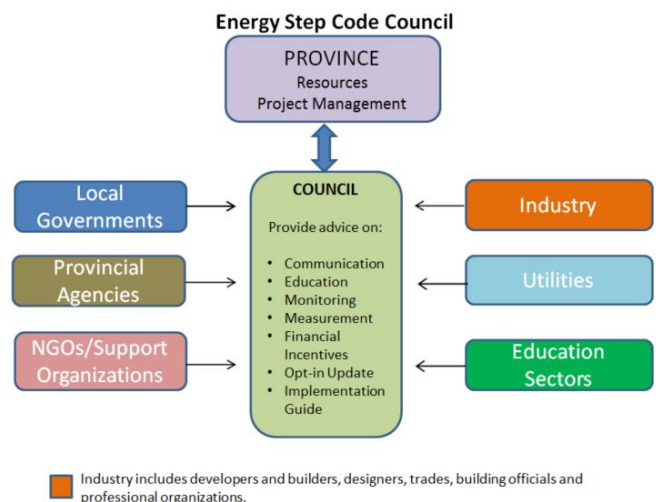
The Province, local governments, industry, and utilities are embarking on the BC Energy Step Code together. Success will require continued commitment from all involved during a transition period that will take place over at least the next three years (2017-2020). An Energy Step Code Council has been established to support local governments and industry towards smooth uptake of the BC Energy Step Code and help guide market transformation towards higher-performance buildings within B.C. The Energy Step Code Council will meet quarterly during the transition period with the following mandate:

- Support the creation and dissemination of training and capacity building opportunities for local governments, industry, and other stakeholders;
- Develop clear communications for various audiences on what the BC Energy Step Code is and how to implement it across the province;
- Provide advice and clarification on technical aspects of the BC Energy Step Code;
- Profile incentives and financing mechanisms; and
- Seek resolution of implementation issues as they arise.

A representative of the Building and Safety Standards Branch will chair the Energy Step Code Council and act as a liaison between the Council and the Province. The Energy Step Code Council comprises many stakeholders (see diagram).

In addition to leadership from the Energy Step Code Council, successful implementation will require:

- Leadership from the Province to support ongoing collaboration between stakeholders, resolve issues as they arise, conduct analysis to determine if the BC Energy Step Code is achieving intended results, continue analysis of technical issues related to high-performance buildings, and lead by example in public-sector buildings. Additionally, the Province will work to align the BC Energy Step Code with other provincial priorities.





- Local governments to represent the needs of their communities and engage within their region (as outlined in the BC Energy Step Code best practice implementation guide) to ensure uptake is as smooth as possible on both a local and regional basis. The best practice implementation guide is being developed to provide local governments with clarity on what stakeholders agree successful implementation will require, and is expected to be published in summer 2017.
- Industry to provide education on how to design, build and measure energy-efficient buildings, to prepare members for the BC Energy Step Code. Industry will be expected to provide feedback to the Province and local governments on impacts of the BC Energy Step Code implementation on building design and construction, and work with partners to align the pace of implementation with the growth of industry capacity.
- Utilities to support with training resources, capacity building and incentive programs that facilitate uptake of the BC Energy Step Code across the province. As implementation progresses, utilities can help evaluate the success of the program over time.



## 3. BC Energy Step Code Policy

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### Preamble

This BC Energy Step Code policy has been developed to support local governments and industry during a transition period from 2017 to at least 2020. The transition period may be extended depending on how the implementation of the BC Energy Step Code proceeds.

Until December 2017, the focus of the transition will be on helping shift local governments with existing energy-efficiency programs (for buildings) to appropriate targets in the BC Energy Step Code. From 2018 - 2020, the transition period will continue to support local governments using the BC Energy Step Code, and help other local governments that would like to explore doing so. Once local governments and industry are comfortable with the implementation of the BC Energy Step Code, the transition period will be formally closed, and the BC Building Code will be updated to require staged increases in energy performance, as per the BC Energy Step Code.

### 3.1 Monitoring Implementation of the BC Energy Step Code

- 3.1.1 The Energy Step Code Council, with the participation of the Province, will monitor implementation of the BC Energy Step Code. Tracking key data will inform the continued implementation of the BC Energy Step Code.

### 3.2 Legal Authority to Reference the BC Energy Step Code

- 3.2.1 The *Building Act* governs building and construction across B.C. except in the City of Vancouver, and on federal lands and reserves. Under the Act, the Province has sole authority to set technical building requirements (using the BC Building Code or other regulation).
- 3.2.2 The BC Energy Step Code is a provincial building regulation that is a voluntary compliance path within sections 9.36.6 and 10.2.3 of Division B of the BC Building Code.
- 3.2.3 By December 15, 2017, section 5 of the *Building Act* will render local government bylaws that establish technical building requirements of no legal force unless the bylaws concern what the Act calls ‘unrestricted matters.’
- 3.2.4 Two new matters (with two conditions) have been added to the unrestricted matters list in the Building Act General Regulation to enable local governments to require that new buildings constructed in their jurisdictions be constructed to one of the steps in the BC Energy Step Code. The two matters are:
- The conservation of energy, and
  - The reduction of greenhouse gas emissions.





These two matters are **unrestricted with two conditions:**

- Local governments may not require buildings to be constructed except in conformance with a step described in Article 9.36.6.3. or 10.2.3.3. of Division B of the BC Building Code; and
- Local governments may not modify a requirement of, or impose requirements in addition to those set out in, Subsection 9.36.6. or 10.2.3. of Division B of the BC Building Code.

3.2.5 The BC Energy Step Code is available for local governments to reference in bylaws, policies, and programs using the authorities in the *Local Government Act*, *Community Charter*, *Building Act*, or other sources of local government authority.

### 3.3 How to Implement the BC Energy Step Code

3.3.1 Local governments are advised to review the best practice implementation guide (when it becomes available) to understand recommended steps to successfully adopt and implement the BC Energy Step Code.

3.3.2 Local governments are advised to contact the Energy Step Code Council when beginning to consider adopting the BC Energy Step Code, to ensure access to the latest information, tools and support.

3.3.3 Local governments are advised to review readiness in their communities and region to reference and implement the BC Energy Step Code, prior to taking any action. This includes:

- Understanding industry readiness to meet the requirements of the BC Energy Step Code in the local government's region. The Energy Step Code Council is undertaking a review of industry capacity in different regions, and will make this material available on the BC Energy Step Code website. Local governments are advised to consider this analysis, alongside local analysis of capacity; costs; benefits; technical implications; and opportunities to provide training, information and education for industry on how to implement the BC Energy Step Code.
- Reviewing organizational readiness to implement the BC Energy Step Code. This includes training needs for city councils, design panels, planners, and building officials, as well as reviewing inspection procedures, policy documents, community development processes, handouts, bulletins, and websites for necessary changes.

3.3.4 A local government should notify the Energy Step Code Council of its intent to consult with the development and building industry servicing its region, and other associated organizations, including neighboring municipalities. A timeline for notification is provided in section 3.4 of this guide.

3.3.5 A local government should notify the Energy Step Code Council when bylaws or policies that reference the BC Energy Step Code are ratified, and of the date of enactment.



3.3.6 Steps in the BC Energy Step Code are divided into higher and lower steps.

3.3.6.1 For Part 3 Buildings, higher steps are defined as steps 3 and 4 (step 4 being the highest).

3.3.6.2 For Part 9 Buildings, higher steps are defined as steps 4 and 5 (step 5 being the highest).

3.3.6.3 During the transition period (from now until at least 2020), local governments should not apply community-wide requirements to meet the higher steps of the BC Energy Step Code.

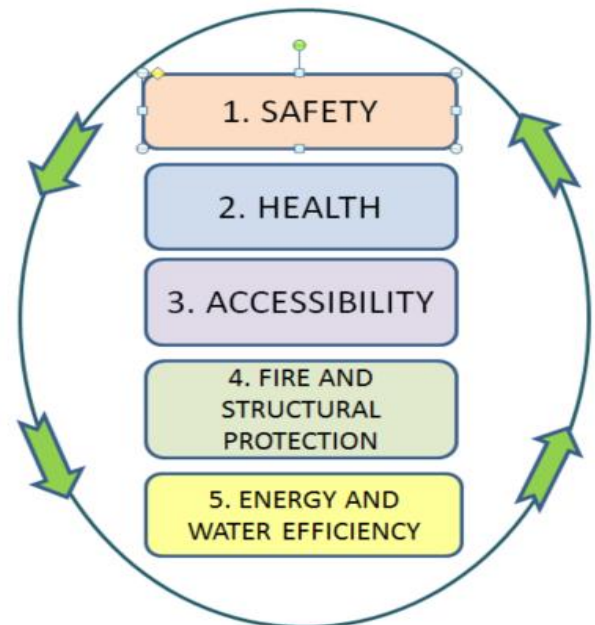
3.3.6.4 During the transition period, reference to higher steps should only be made in circumstances where there is significant value being added to the property where higher steps will apply. The value added should be equal or greater than the cost to build to the higher step.

3.3.6.5 Local governments are advised to exercise caution when calculating the anticipated increased cost of building to the performance targets in the BC Energy Step Code. Over time, the cost of building to the BC Energy Step Code is expected to decrease as familiarity with it increases.

3.3.6.6 The use of higher steps in the BC Energy Step Code will require financial or other incentives. Depending on local circumstances, value could be added through a significant increase in buildable floor area, revitalization tax exemptions, or other inducements.

3.3.7 Supporting the energy-efficiency requirements in the BC Energy Step Code does not mean the other BC Building Code objectives are less important. The BC Building Code sets technical building requirements to meet five objectives; energy efficiency is just one of the five. Buildings that meet the higher energy targets in the BC Energy Step Code must still meet all other requirements supporting the four other Building Code objectives.

### BC Building Code Objectives





### 3.4 Minimum Timelines for Requiring the BC Energy Step Code

- 3.4.1 This policy sets a framework for local governments to support progressively higher energy performance buildings in concert with increasing local industry capacity. Minimum timelines are intended to:
- Reduce the risk of a community requiring a performance level that local industry or internal staff cannot meet;
  - Provide an adequate consultation window for industry to provide input on policy and bylaw changes that may have an impact on their work;
  - Give the Energy Step Code Council information to track projected and actual BC Energy Step Code uptake provincially;
  - Create an opportunity to mitigate unintended consequences as they arise;
  - Provide an adequate time for industry and local governments to prepare after adoption; and
  - Encourage incremental adoption of steps rather than big leaps.
- 3.4.2 All Programs: During the transition period (i.e., until at least 2020), local governments should not apply community-wide requirements to meet higher steps of the BC Energy Step Code.
- 3.4.3 New Programs, Lower Steps (Part 3 & Part 9 buildings): Local governments intending to require lower steps should notify industry and the Energy Step Code Council of their intent to reference the BC Energy Step Code at least six months prior to enforcement.
- 3.4.4 New Programs, Higher Steps (Part 3 & 9 buildings): Local governments intending to require higher steps (in a specific location or situation) should notify industry and the Energy Step Code Council of their intent to reference the BC Energy Step Code at least 12 months prior to enforcement.
- 3.4.5 Existing Programs, All Steps (Part 3 & 9 buildings): After December 15, 2017, existing programs may be deemed equivalent to the BC Energy Step Code per an equivalency table that will be available from the Energy Step Code Council. These programs may reference an equivalent step of the BC Energy Step Code without a delay for enforcement.
- 3.4.6 When existing programs in a community are applied in a new location within that community (e.g., a neighbourhood plan) or situation (e.g., rezoning), the minimum timeline between notifying industry and enforcement of the BC Energy Step Code is three months.

### 3.5 Grace Period for In-stream Projects

- 3.5.1 When a local government implements the BC Energy Step Code, applicants who have applied for a development application (rezoning, development permit, development variance permit, or building permit), with detailed design drawings, should be permitted to build to the energy standards in place at the time of application, as long as they have moved to full building permit application within one year. In-stream protection of one year from the proposed enactment of the BC Energy Step Code regulation is considered appropriate. An exemption to this is where there has been a lengthy consultation process



with the public and industry to increase the energy requirements of a development, prior to adoption of a bylaw referencing the BC Energy Step Code.

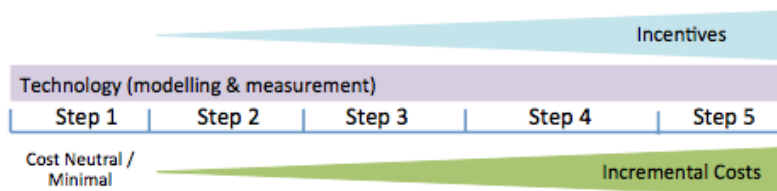
3.5.2 In situations where there is no development process in place (e.g., Part 9 buildings), there should also be a three-month grace period between enactment and enforcement.

### 3.6 Equivalency Table for the BC Energy Step Code

3.6.1 The Building and Safety Standards Branch will provide information, through the Energy Step Code Council, for local governments seeking to replace current technical building requirements for energy efficiency in bylaws with equivalent steps in the BC Energy Step Code.

### 3.7 Financial Tools and Incentives

3.7.1 In some cases, financial tools and incentives will be required to expedite and support BC Energy Step Code implementation. Step 1 is expected to be cost minimal or cost neutral, as these costs are needed to bring buildings up to the energy performance standard expected in the BC Building Code. For steps beyond step 1, local governments are advised to conduct cost analysis to ensure benefits offered through incentives and financial tools match additional costs, and do not add hardship to industry. The figure below illustrates when financial support may be necessary to achieve higher steps of the BC Energy Step Code. A list of incentives and financial tools for consideration will be available in the best practice implementation guide.



### 3.8 Policy Alignment

3.8.1 **Policy alignment with district energy:** Where a district energy system is planned or in operation, or an innovative renewable energy source is being incorporated, local governments are advised to consider lowering the required step of the BC Energy Step Code.

3.8.2 **Where to seek support for resolving issues:** The Province commits to continuing to be involved directly in the implementation of the BC Energy Step Code through active participation in and resourcing of the Energy Step Code Council. This engagement will ensure direct communication between the development industry, local governments, and the Province.



## 4. Other Implementation Information

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The Province and the Energy Step Code Council realize that successful implementation of the BC Energy Step Code will be a collaborative effort. This guide outlines provincial BC Energy Step Code policy only; it does not contain all of the information needed to understand and implement the BC Energy Step Code.

Additional educational and implementation materials will be developed and distributed by the Energy Step Code Council and the Building and Safety Standards Branch, including:

- A local government implementation best practice guide.
- Communication and training materials for:
  - Local government councils;
  - Local government staff;
  - Design professionals (e.g., architects, engineers);
  - Professional associations;
  - Developers, builders and those in the trades;
  - Suppliers; and
  - Others as needed.
- Costing studies on the costs of building to the enhanced energy-efficiency steps in the BC Energy Step Code.
- Funding programs offered by the utilities and governments.

Please visit the provincial website ([www.gov.bc.ca/buildingcodes](http://www.gov.bc.ca/buildingcodes)) for regular updates.



## 5. For More Information

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Find out more about the *Building Act*:

Website: Regular updates, including other guides in this series, will be posted online as they become available - see [www.gov.bc.ca/buildingact](http://www.gov.bc.ca/buildingact).

Email: [Building.Safety@gov.bc.ca](mailto:Building.Safety@gov.bc.ca)

Mail: Building and Safety Standards Branch  
Office of Housing and Construction Standards  
PO Box 9844 Stn Prov Govt  
Victoria, British Columbia  
CANADA - V8W 9T2



## 6. Glossary of Terms

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**BC Energy Step Code:** A voluntary compliance path within the BC Building Code that local governments across B.C. can use to encourage or require the construction of more energy-efficient buildings in their jurisdictions. Building owners may also voluntarily choose to build to the BC Energy Step Code.

- Steps 3 and 4 are the higher steps for Part 3 buildings (step 4 being the highest).
- Steps 4 and 5 are the higher steps for Part 9 buildings (step 5 being the highest).

**Energy Step Code Council:** A multi-stakeholder committee, chaired by the Province, established to support local governments and industry towards smooth implementation of the BC Energy Step Code, and guide market transformation towards higher-performance buildings within B.C.

**Net Zero Energy Ready Buildings:** A building built to high energy-efficiency standards such that it could (with additional measures) generate enough onsite energy to meet its own energy needs.

**Part 3 Buildings:** Buildings regulated under Part 3 of the BC Building Code. Part 3 buildings include large, complex buildings.

**Part 9 Buildings:** Buildings regulated under Part 9 of the BC Building Code. Part 9 buildings include houses and small buildings.



FOR MORE INFORMATION PLEASE VISIT:  
[WWW.GOV.BC.CA/BUILDINGACT](http://WWW.GOV.BC.CA/BUILDINGACT)





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**REPORT TO THE ELECTORAL AREA SERVICES COMMITTEE  
MEETING OF WEDNESDAY, SEPTEMBER 20, 2017**

**SUBJECT    Feasibility Study Reserve Fund**

**ISSUE**

To consider the cessation of the Feasibility Study Reserve Fund Service.

**BACKGROUND**

In 1971, Bylaw 79, The Feasibility Study Reserve Bylaw, 1971, was adopted by the Capital Regional District (CRD) Board. The Bylaw gave the Board the authority to establish a Reserve Fund to be used for:

1. The possible adoption of a function
2. The provision of a work or service for a specified area pursuant to Section 616; and
3. The provision of a work by local improvement.

As stated in Bylaw 79:

If the function referred to in 1 above is subsequently granted to the Regional District or the work or service [referred to in 2 or 3 above] proceeded with, all expenditures made from the fund for the purpose of the feasibility study shall be charged to the function, specified area or work concerned.

The following table summarizes transactions in the Feasibility Study Reserve Fund since creation;

	<b>JDF</b>	<b>SSI</b>	<b>SGI</b>
Accumulated Requisitions	38,860	57,260	53,880
Grants/Transfers/Other	77,125	109,410	107,132
<b>TOTAL FUNDING</b>	<b>115,985</b>	<b>166,670</b>	<b>161,012</b>
Accumulated Expenditures	(84,717)	(113,334)	(99,321)
<b>FUND BALANCE</b>	<b>31,268</b>	<b>53,336</b>	<b>61,691</b>

<b>Most Recent Activity in Fund</b>	<b>2009</b>	<b>2011</b>	<b>2011</b>

Most of the expenditures that have been charged to the fund have been for studies on local water and sewer utilities. Upon review of the fund, no activity has occurred in recent years as shown above.

## **ALTERNATIVES**

### **Alternative 1**

That the Electoral Area Services Committee recommend to the Capital Regional District Board:  
That the Feasibility Study Reserve Fund be maintained for future feasibility studies.

### **Alternative 2**

That the Electoral Area Services Committee recommend to the Capital Regional District Board:  
That the funds remaining in the Feasibility Study Reserve Fund be paid back to the taxpayers of the Electoral Areas as a negative tax requisition and the fund be closed.

## **IMPLICATIONS**

The Feasibility Study Reserve was created to ensure that funds are available should a study be required for the creation of a new function or service. Administratively, it would not be necessary to prepare a financial plan amendment when a feasibility study occurs as the annual budget includes the entire fund balance as an expenditure.

Grant funding may also be used as an alternative source to fund feasibility studies, however, would be contingent on alignment of the study with grant eligibility requirements. There are no other reserves for the purpose of funding feasibility studies for the Electoral Areas.

It is possible that an operating reserve fund could be created from the funds on hand; however, a financial plan amendment would be required in the event that an unplanned expenditure is required from the fund. Alternatively an unplanned expenditure could be deferred to a later year to be included in that year's budget.

## **CONCLUSION**

The CRD annual operating budget includes the balance in the Feasibility Study Reserve Fund in its total operating expenses. Therefore, in the event that a feasibility study is required, no financial plan amendment is necessary.

## **RECOMMENDATION**

That the Electoral Area Services Committee recommend to the Capital Regional District Board:  
That the Feasibility Study Reserve Fund be maintained for future feasibility studies.

Submitted by:	Amber Donaldson, MA, CPA, CMA A/Senior Manager Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer



Making a difference...together

**REPORT TO THE ELECTORAL AREA SERVICES COMMITTEE  
MEETING OF WEDNESDAY, OCTOBER 18, 2017**

**SUBJECT     Community Works Fund Applications**

**ISSUE**

To approve the attached Community Works Fund (CWF) grant applications.

**BACKGROUND**

The Community Works Fund (CWF) is delivered to all local governments in British Columbia through a direct annual allocation to support local priorities.

The 2014-2024 Community Works Fund Agreement between the CRD and the Union of BC Municipalities (CWF Agreement) specifies the CRD's roles and responsibilities with regard to the expenditure and reporting of CWF.

CWF grant proposals are subject to Electoral Area Director approval prior to being submitted for Capital Regional District Board approval.

**IMPLICATIONS**

The proposed projects meet the terms and conditions as outlined in the 2014-2024 Community Works Fund Agreement between the CRD and the Union of British Columbia Municipalities (UBCM). Additionally, CRD administrative and operational implications have been taken into consideration.

**RECOMMENDATION**

That the Electoral Area Services Committee recommend to the Capital Regional District Board:  
That the following Community Works Fund applications be approved:

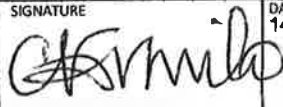

	<b>RECIPIENT</b>	<b>PROJECT</b>	<b>AMOUNT</b>
1	Mayne Island Early Childhood Society	Child Care Facility at Mayne Island School	\$ 41,750
2	Pender Island Parks and Recreation Service	Gardom Pond Dam Decommissioning	\$ 100,000
3	Salt Spring Island (SSI) Parks and Recreation Service	SSI Bike Park	\$ 33,000

Submitted by:	Carlo Vijandre, PMP, ASCT, FMP, Manager, Asset Management
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

- Appendix A – Mayne Island Early Childhood Society CWF Application
- Appendix B – Pender Island Parks and Recreation CWF Application
- Appendix C – Salt Spring Island Parks and Recreation CWF Application
- Appendix D – Board-Approved CWF Investments as of September 30, 2017

## Community Works Fund (CWF) Grant Application – Third Party

<b>SECTION 1: Ultimate Recipient Information</b>			
<b>ORGANIZATION</b> Mayne Island Early Childhood Society (MIECS)		<b>ORGANIZATION TYPE (SEE DEFINITIONS ON PAGE4)</b> FP    NGO <input checked="" type="checkbox"/> NFP    BC-T	
<b>SECTION 2: Project Information</b>			
<b>PROJECT TITLE</b> Child Care Facility at Mayne Island School		<b>ELIGIBLE PROJECT CATEGORY</b> Recreational Infrastructure	
<b>DESCRIBE THE PROJECT PURPOSE (MAX. 800 CHARACTERS).</b> To transform an existing classroom in the Mayne Island school into a suitable space for a child care facility which meets all the requirements of the BC Child Care Licensing Regulations. This will necessitate significant changes in the room such as wiring, plumbing, an interior wall, sleeping area, small fridge, computer and age related toys and other materials. A fenced off outdoor play space is also needed with suitable outdoor play equipment and a small storage shed.			
<b>USING THE ELIGIBLE PROJECT EXAMPLES TABLE ON PAGES 9-10, IDENTIFY AN EXAMPLE PROJECT THAT RELATES MOST CLOSELY TO THE PROPOSED PROJECT (MAX. 200 CHARACTERS)</b> A Community Centre that offers programming to a segment of the community at large, including all segments of the population.			
<b>DESCRIBE HOW THE PROPOSED PROJECT IN ITS COMMUNITY CONTEXT RELATES TO THE ELIGIBLE PROJECT EXAMPLE IDENTIFIED ABOVE (MAX. 1000 CHARACTERS)</b> Since incorporation as a non-profit society in 2008, MIECS has as its mission "to give support to and develop programs for families with young children, with a particular focus on the needs of infants, toddlers and pre-school age children." In the last several years it has become clear that one of the primary needs of the local community is for quality, accessible and affordable child care.			
<b>DESCRIBE HOW THE PROJECT RELATES TO THE GAS TAX FUNDING OBJECTIVES OF SUPPORTING PRODUCTIVITY AND ECONOMIC GROWTH, A CLEAN ENVIRONMENT, AND STRONG CITIES AND COMMUNITIES. (MAX. 800 CHARACTERS)</b> The population of young families is on the rise on Mayne, yet their presence is tenuous due to economic instability. To sustain their families both parents need to work. They are unable to do this because of lack of access to quality and affordable child care on-island. Losing this segment of the community is a great detriment to long-term community health, as young families contribute significantly to its social and economic well-being. A quality child care centre will encourage families with young children who come to Mayne to stay on-island. It will allow them to work outside the home, thus providing better economic stability for the family and encourage their long term social and economic investment in the community. The presence of a child care facility also strengthens the school community, another important factor in the long term health of the community overall.			
<b>SECTION 3: Project Administration and Sustainability Considerations</b>			
<b>PROJECT LEAD TITLE</b> MIECS Program Coordinator	<b>NAME (LAST, FIRST)</b> Farmilo, Tina	<b>EMAIL ADDRESS</b> tinafarmilo@shaw.ca	<b>TEL. NO.</b> 250-539-2402
<b>IF THE PROJECT INVOLVES A TANGIBLE CAPITAL ASSET, HOW WILL THE COST OF SUSTAINING IT OVER ITS LIFECYCLE BE FUNDED? (MAX. 800 CHARACTERS)</b> The Early Years Centre at Mayne School is an initiative to develop a shared space at Mayne School in partnership with SD64. The Early Years Centre will incorporate both a licensed child-care facility as well as the District's current Early Years program. We anticipate ongoing support from the School District with regards to maintenance and physical upkeep of the facility. MIECS' intention is to seek funding to support operational costs over the long-term. We are in the process of identifying these resources. We will also be charging fees to users. A licensed facility will be eligible for subsidies for child-care recipients and for continuing administration costs. There are also resources available for capital costs related to facility upkeep. MIECS is accustomed to annual fund-raising efforts and will continue these in support both of the organization's ongoing programs, and the proposed Early Years facility.			
<b>ESTIMATED PROJECT START DATE:</b> October 2017		<b>ESTIMATED PROJECT ENDDATE:</b> September 2018	

SECTION 4: Project Budget			
PROJECT COSTS AND SOURCES OF FUNDING:			
Total Project Cost			41,750.00
CWF Request			41,750.00
Borrowing			
Internal Contributions			
Other 3rd Party funds			
Is the CWF requested replacing other available funding sources for the project?			<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
CWF-ELIGIBLE EXPENDITURES: See <i>Eligible Expenditures definition on p. 6</i>			
Sub-Total: Eligible Costs:			41,750.00
CWF-INELIGIBLE EXPENDITURES (See <i>Ineligible Expenditures definition on p. 6</i> ) AND OTHER:			
Sub-Total: Ineligible and other Costs:			0
TOTAL COSTS:			41,750.00
SPECIFY HOW THE PROJECT'S CWF-INELIGIBLE AND OTHER EXPENDITURES WILL BE COVERED? (MAX. 100 CHARACTERS)			
SECTION 5: Project Authorization			
THIRD PARTY PROJECT LEAD:			
I hereby certify that this completed application provides a truthful and accurate representation of the proposed project in keeping with the CWF guidelines explained in CWF Grant Application Toolkit – CWF Reference Materials.			
TITLE: Mayne Island Early Childhood Society (MIECS) Program Coordinator	NAME Tina Farmilo (Margaret Christina Farmilo)	SIGNATURE 	DATE: DD/MMM/YY 14 /09 /2017
CRD FINANCIAL SERVICES:			
This is certify that:			
1. The proposed project complies with the terms and conditions of the CWF Agreement;			
2. The project's Electoral Area has sufficient funds in its CWF Account to award the grant requested;			
3. The Service involved in the project has the resources to cover the project's CWF-ineligible costs.			
AUTHORIZED SIGNATORY TITLE Chief Financial Officer	NAME Nelson Chan, MBA, CPA, CMA	SIGNATURE	DATE: DD/MMM/YY
ELECTORAL AREA DIRECTOR APPROVAL:			
ELECTORAL AREA <input type="checkbox"/> JDF <input checked="" type="checkbox"/> SGI <input type="checkbox"/> SSI	DIRECTOR NAME David Howe	SIGNATURE 	DATE: DD/MMM/YY 15/09/17
SUBMIT APPLICATION TO THE CRD FINANCE AND TECHNOLOGY DEPT, ATTN: SENIOR MGR, FINANCIAL SERVICES			

X

# Community Works Fund (CWF) Grant Application – CRD Service


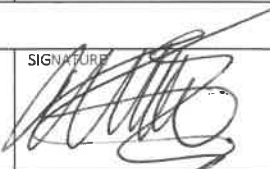
<b>SECTION 1: Ultimate Recipient Information</b>			
DEPARTMENT ACRONYM PIPRC	SERVICE Pender Island Parks and Recreation Commission	SERVICE NO. 1.4850	
<b>SECTION 2: Project Information</b>			
PROJECT TITLE Gardom Pond Dam Decommissioning		ELIGIBLE PROJECT CATEGORY Disaster Mitigation	
DESCRIBE THE PROJECT PURPOSE (MAX. 400 CHARACTERS). The BC Dam Safety Branch has classified the Downstream Failure Consequence of the Gardom Pond Dam as 'High'. The CRD is one of six water license holders (WLH) responsible for the condition of the dam. FLNRO has requested that the WLH address the dam safety deficiencies and the CRD proposes to decommission the dam to eliminate the dam failure risk.			
USING THE ELIGIBLE PROJECT EXAMPLES TABLE ON PAGES 9-10, IDENTIFY AN EXAMPLE PROJECT THAT RELATES MOST CLOSELY TO THE PROPOSED PROJECT (MAX. 200 CHARACTERS) Disaster Mitigation			
DESCRIBE HOW THE PROPOSED PROJECT IN ITS COMMUNITY CONTEXT RELATES TO THE ELIGIBLE PROJECT EXAMPLE IDENTIFIED ABOVE (MAX. 500 CHARACTERS) Decommissioning of the dam will eliminate the dam failure risks to residents, local infrastructure and residential properties.			
DESCRIBE HOW THE PROJECT RELATES TO THE GAS TAX FUNDING OBJECTIVES OF SUPPORTING PRODUCTIVITY AND ECONOMIC GROWTH, A CLEAN ENVIRONMENT, AND STRONG CITIES AND COMMUNITIES. (MAX. 800 CHARACTERS) Decommissioning the dam will prevent potential physical damage from a dam failure and improve community resilience.			
<b>SECTION 3: Project Administration and Sustainability Considerations</b>			
PROJECT MANAGER TITLE Senior Project Engineer	NAME (LAST, FIRST) Martin, Ben	EMAIL ADDRESS bmartin@crd.bc.ca	TEL. NO. (250) 360-3242
DESCRIBE HOW THE PROJECT ALIGNS WITH A CRD SERVICE PLAN AND/OR CAPITAL PLAN (MAX. 300 CHARACTERS). Gardom Pond Dam lies within a Community Park, and park safety is a mandate of the PIPRC.			
IF THE PROJECT INVOLVES A TANGIBLE CAPITAL ASSET, HOW WILL THE COST OF SUSTAINING IT OVER ITS LIFECYCLE BE FUNDED? (MAX. 400 CHARACTERS)			
ESTIMATED PROJECT START DATE: 15-Oct-2017		ESTIMATED PROJECT ENDDATE: 15-Oct-2018	

SECTION 4: Project Budget			
PROJECT COSTS AND SOURCES OF FUNDING:			
Total Project Cost			\$ 500,000.00
CWF Request			\$ 100,000.00
Borrowing			
Internal Contributions			
Other 3 <sup>rd</sup> Party funds			
Is the CWF requested replacing other available funding sources for the project?			<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
CWF-ELIGIBLE EXPENDITURES: <i>See Eligible Expenditures definition on p. 6</i>			
Decommissioning Construction Costs			\$ 100,000.00
		Sub-Total: Eligible Expenditures:	\$ 100,000.00
CWF-INELIGIBLE EXPENDITURES: <i>See Ineligible Expenditures definition on p. 6</i>			
		Sub-Total: Eligible Costs:	\$ 0.00
		TOTAL COSTS	\$ 100,000.00
SPECIFY HOW THE PROJECT'S CWF-INELIGIBLE EXPENDITURES WILL BE COVERED? (MAX. 100 CHARACTERS)			
SECTION 5: Project Authorization			
<b>PROJECT MANAGER:</b>			
I hereby certify that this completed application provides a truthful and accurate representation of the proposed project in keeping with the CWF guidelines explained in CWF Grant Application Toolkit – CWF Reference Materials.			
TITLE	NAME	SIGNATURE	DATE: DD/MM/YR
Senior Project Engineer	Ben Martin, P.Eng		27/09/17
<b>CRD FINANCIAL SERVICES:</b>			
This is certify that:			
1. The proposed project complies with the terms and conditions of the CWF Agreement;			
2. The project's Electoral Area has sufficient funds in its CWF Account to award the grant requested;			
3. The Service involved in the project has the resources to cover the project's CWF-ineligible expenditures.			
AUTHORIZED SIGNATORY TITLE	NAME	SIGNATURE	DATE: DD/MMM/YYYY
Chief Financial Officer	Nelson Chan, MBA, CPA, CMA		27 Sept 2017
<b>ELECTORAL AREA DIRECTOR APPROVAL:</b>			
ELECTORAL AREA	DIRECTOR NAME	SIGNATURE	DATE: DD/MMM/YYYY
<input type="checkbox"/> JDF <input checked="" type="checkbox"/> SGI <input type="checkbox"/> SSI	David Howe		27 Sept 2017
SUBMIT APPLICATION TO THE CRD FINANCE AND TECHNOLOGY DEPT, ATTN: <a href="#">MANAGER, ASSET MANAGEMENT</a>			

# Community Works Fund (CWF) Grant Application – CRD Service

SECTION 1: Ultimate Recipient Information			
DEPARTMENT ACRONYM	SERVICE	SERVICE NO.	
SECTION 2: Project Information			
PROJECT TITLE	ELIGIBLE PROJECT CATEGORY		
DESCRIBE THE PROJECT PUPOSE (MAX. 400 CHARACTERS).			
USING THE ELIGIBLE PROJECT EXAMPLES TABLE ON PAGES 9-10, IDENTIFY AN EXAMPLE PROJECT THAT RELATES MOST CLOSELY TO THE PROPOSED PROJECT (MAX. 200 CHARACTERS)			
DESCRIBE HOW THE PROPOSED PROJECT IN ITS COMMUNITY CONTEXT RELATES TO THE ELIGIBLE PROJECT EXAMPLE IDENTIFIED ABOVE (MAX. 500 CHARACTERS)			
DESCRIBE HOW THE PROJECT RELATES TO THE GAS TAX FUNDING OBJECTIVES OF SUPPORTING PRODUCTIVITY AND ECONOMIC GROWTH, A CLEAN ENVIRONMENT, AND STRONG CITIES AND COMMUNITIES. (MAX. 800 CHARACTERS)			
SECTION 3: Project Administration and Sustainability Considerations			
PROJECT MANAGER TITLE	NAME (LAST, FIRST)	EMAIL ADDRESS	TEL. NO.
DESCRIBE HOW THE PROJECT ALIGNS WITH A CRD SERVICE PLAN AND/OR CAPITAL PLAN (MAX. 300 CHARACTERS).			
IF THE PROJECT INVOLVES A TANGIBLE CAPITAL ASSET, HOW WILL THE COST OF SUSTAINING IT OVER ITS LIFECYCLE BE FUNDED? (MAX. 400 CHARACTERS)			
ESTIMATED PROJECT START DATE:	ESTIMATED PROJECT ENDDATE:		



SECTION 4: Project Budget			
PROJECT COSTS AND SOURCES OF FUNDING:			
Total Project Cost			\$ 213,300.00
CWF Request			\$ 33,000.00
Borrowing			
Internal Contributions			\$ 30,300.00
Other 3 <sup>rd</sup> Party funds			\$ 150,000.00
Is the CWF requested replacing other available funding sources for the project?			<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
CWF-ELIGIBLE EXPENDITURES: <i>See Eligible Expenditures definition on p. 6</i>			
Expenditures associated with constructing a tangible capital asset.			\$ 33,000.00
Sub-Total: Eligible Expenditures:			\$ 33,000.00
CWF-INELIGIBLE EXPENDITURES: <i>See Ineligible Expenditures definition on p. 6</i>			
Direct operating or administrative costs			\$ 8,000.00
Routine repair and maintenance costs			\$ 2,500.00
Sub-Total: Eligible Costs:			\$ 10,500.00
TOTAL COSTS			\$ 43,500.00
SPECIFY HOW THE PROJECT'S CWF-INELIGIBLE EXPENDITURES WILL BE COVERED? (MAX. 100 CHARACTERS)			
A donation of \$150,000 has been received to fund the majority of this project.			
SECTION 5: Project Authorization			
<b>PROJECT MANAGER:</b>			
I hereby certify that this completed application provides a truthful and accurate representation of the proposed project in keeping with the CWF guidelines explained in CWF Grant Application Toolkit – CWF Reference Materials.			
TITLE	NAME	SIGNATURE	DATE: DD/MM/YR
Manager, Salt Spring Island Parks and Recreation	Dan Ovington		3-Oct-17
<b>CRD FINANCIAL SERVICES:</b>			
This is certify that:			
1. The proposed project complies with the terms and conditions of the CWF Agreement;			
2. The project's Electoral Area has sufficient funds in its CWF Account to award the grant requested;			
3. The Service involved in the project has the resources to cover the project's CWF-ineligible expenditures.			
AUTHORIZED SIGNATORY TITLE	NAME	SIGNATURE	DATE: DD/MMM/YYYY
Chief Financial Officer	Nelson Chan, MBA, CPA, CMA		
<b>ELECTORAL AREA DIRECTOR APPROVAL:</b>			
ELECTORAL AREA	DIRECTOR NAME	SIGNATURE	DATE: DD/MMM/YYYY
<input type="checkbox"/> JDF <input type="checkbox"/> SGI <input checked="" type="checkbox"/> SSI	Wayne McIntyre		03/10/17
SUBMIT APPLICATION TO THE CRD FINANCE AND TECHNOLOGY DEPT, ATTN: MANAGER, ASSET MANAGEMENT			



# Project Charter

SSI Family Bike Park

LAST UPDATED: Tuesday, October 03, 2017

<b>Project Name:</b>	SSI Family Bike Park
<b>Department Name / Division Name:</b>	SSI Parks and Recreation / SSI Electoral Area
<b>Budget / Account Code:</b>	CX.
<b>SharePoint File No.:</b>	
<b>Prepared By / Date:</b>	Dan Ovington / August 22, 2017

## 1. PROJECT BACKGROUND

The Salt Spring Bike Club has requested support from PARC, Service Clubs, community members, agencies and businesses to envision, plan and build a family bike park on Salt Spring Island. After consultation with staff and PARC a location has been identified in the treed area at the south east corner of Mouat Park off Seaview Ave. The treed location behind the Artspring upper parking lot is currently unused for recreation activities.

A family bike park is a dirt surfaced, outdoor recreation space with technical features professionally designed to facilitate and development bicycle skills among children, youth and adults.

Presently there are little to no safe, soft surfaced areas for young kids learning to ride and cycling on some of Salt Spring Island's roads can be considered unsafe for cyclist. There are limited active recreation opportunities for older youth, especially those not interested in team sports. A family style bike park would provide a location to gather all generations to participate in active recreation and promote safe cycling practices.

## 2. PROJECT PURPOSE

The purpose of this project is to provide an active recreation site for bicycle enthusiasts of all ages and abilities as identified in the 2011 Salt Spring Island Parks Systems Master Plan.

## 3. CRITICAL SUCCESS FACTORS

(S.M.A.R.T. – Specific, Measureable, Agreed-upon, Realistic, Time-Sensitive)

The following criteria will be the major indicators of success to the project:

1. Delivered on-budget
2. Expand park user groups
3. Provide a safe place for all ages to ride and develop cycling skills
4. Additional recreation amenities
5. Small environmental footprint
6. Low annual maintenance costs
7. Delivered on-time.

#### 4. SCOPE

In Scope	Out of Scope
<p><b>Itemized Project Budget:</b> Site assessments (i.e. environmental), terrain analysis (i.e. soil, drainage), preliminary designs and features, construction estimates, contingency. construction, materials, and equipment, construction management, contingency, maintenance equipment, annual maintenance            Funding sources – estimate fundraising, grants, and what the request is for a local government contribution.</p>	<p>Extensive public communications and engagement.</p>
<p><b>Consultation:</b> Current park users, businesses, surrounding residents, potential new park users (SSI Bike Club)</p>	
<p><b>Site Assessments:</b> Environmental assessments and approvals as required (Species at risk, natural features, bird survey) Soil and drainage</p>	
<p><b>Site Prep:</b> Landscaping- strip top soil and remove from site, remove select trees within the immediate area of construction based on park design, protect existing tree to be retained. Drainage and grading. Provide water supply to drinking fountain, and hose bib.</p>	
<p><b>Construction:</b> Detailed designs, cost estimates, request for quote.</p>	
<p><b>Communications:</b> Public notification of project status</p>	

## 5. PROJECT DELIVERABLES

No.	List of Project Deliverables	Acceptance Criteria <i>(Specific standards, written criteria, etc.)</i>
1	Design Features and Elements	
2	Cost Estimates	
3	Confirmation of Project Scope (Budget dependent)	
4	Detailed Designs	
5	Request for Proposals	
6	Communication Strategy (for public impact during construction)	
7	Construction	

## 6. TIMELINES

Milestones, etc.	Target Timeline	Revised Timeline
Commission approval of preliminary budget	September 2017	
Confirmation of Donation Funding	September 2017	
Application for CWF	October 2017	
Site assessment	October 2017	
Consultation	November – January 17/18	
Post RFQ (4 weeks)	February 2018	
RFP Selection and award	March 2018	
Site prep	April 2018	
Construction	May 2018	
Completion	June 2018	

## 7. BUDGET

Cost Explanation	Total Budget Estimate	Funding Source		
		Donations	CWF	PARC
Site Assessment	\$2,500			\$2,500 (O17)
Consultation	\$1,250			\$1,250 (O17)
Preliminary Designs	\$2,500	\$2,500		
Construction Designs	\$2,500	\$2,500		
Site Prep including Grading and Drainage	\$50,000	\$17,000	\$33,000	
Construction	\$100,000	\$100,000		
Annual Maintenance and Repairs	\$2,500			\$2,500 (O18)
<b>Total</b>	<b>\$161,250</b>			
Administration Staff Coordination and Commissioning (5%)	\$8,000	\$8,000		
Project Contingency (15%)	\$24,050			\$24,050 (CRF)
Project Manager	\$20,000	\$20,000		
<b>Total</b>	<b>\$213,300</b>	<b>\$150,000</b>	<b>\$33,000</b>	<b>\$30,300</b>

Note: Class D estimate + or – 50%, a preliminary estimate which due to little or no site information indicates the approximate magnitude of costs of the proposed project based on broad

### Legend

O17 = PARC 2017 Operating Budget  
O18 = PARC 2018 Operating Budget  
CRF = PARC Capital Reserves  
CWF = Community Works Funds

## 8. ADDITIONAL ASSUMPTIONS / CONSTRAINTS

No.	Description
1	Donations and Community Works funds will be available
2	Adequate staff resources will be available to undertake the project
3	Detailed design and key elements have not been confirmed and may impact the original construction budget
4	Environmental assessments have not been completed and may impact budget and or location
5	All work must fit within the existing property boundaries
6	Drainage consideration with a sloped area and a creekside outlet.
7	Existing washroom facilities at Mouats Park are adequate
8	Existing water utility hookup is adequate
9	Potential for tree removal based on designs to efficiently use allocated space
10	Highly publicized project on Salt Spring Island will require public notification to maintain public confidence
11	Favorable weather conditions

## 9. INTERRELATIONSHIPS WITH OTHER PROJECTS / PROGRAMS

The primary relationship is between the Parks and Recreation Commission and the visitors/activities held in Mouats Park. The timeline for site prep and construction should take into consideration a number of events including the Shakespeare in the Park, Graffiti Theater performances, disc golf tournaments and other heavily attended park events

## 10. PROJECT TEAM

The following is a description of the roles and responsibilities for the project team.

Role	Team Member	Responsibilities
Project Sponsor	Robert Lapham	<ul style="list-style-type: none"> <li>Project champion</li> <li>Liaise with CRD Board</li> </ul>
Senior Manager	Karla Campbell	<ul style="list-style-type: none"> <li>Liaise with Project Sponsor</li> <li>Approval of scope and budget changes</li> <li>Manage the project team</li> <li>Attends Commission/Board meetings as required</li> <li>On-going oversight of project</li> <li>Manage the resolution of conflicts (with the team and consultants/contractors, etc)</li> </ul>
Project Administrator	Dan Ovington	<ul style="list-style-type: none"> <li>Prepare staff reports for Commission and Board meetings</li> <li>Liaise with Senior Manager</li> <li>Overall responsibility for project performance with respect to scope, schedule and budget</li> <li>Prepare and manage all procurement</li> <li>Tender and contract administration</li> <li>Administer construction contracts, progress reports, change orders, payments, etc</li> <li>Conduct project status review meetings with the Project Team and key stakeholders</li> <li>Identify risks to the project and implement mitigation strategy actions</li> <li>Coordinate resources to resolve issues affecting project progress</li> <li>Ensure compliance with policies and procedures</li> </ul>
Project Manager	Contractor	<ul style="list-style-type: none"> <li>Manage all design services and compliance with contracts</li> <li>Manage all design, construction and commissioning of all components to hand-over to Operations</li> <li>Report to Project Administrator on design, project, and contract issues</li> <li>Evaluate engineering proposals and designs and make recommendations</li> <li>Provide constructability review of drawings and specifications</li> <li>Monitor and control the consultants and contractors scope, schedule and budget</li> <li>Ensure that shop drawings are reviewed and issued in a timely manner</li> </ul>
Communications Coordinator	Communications	<ul style="list-style-type: none"> <li>Prepare/provide input into communication plans</li> <li>Development/production of publications, displays and presentations</li> <li>Support public/stakeholder engagement, liaison, etc</li> </ul>

## 11. KEY STAKEHOLDERS

Stakeholder	How Stakeholder is Affected by/Interested in Project	Role or Involvement in Decision Making (see legend below)
CRD Board	Needs to be kept informed of the project and political issues. Commitment and support for project is necessary.	A
SSI Electoral Area Director	Needs to be kept informed of the project and political issues. Commitment and support for project is necessary.	A, PD
Parks and Recreation Commission	Needs to be kept informed of the project. Commitment and support for project is necessary. Key decision maker who makes recommendations to CRD Board for final consideration.	A, PD
SSI Bike Club	Needs to be kept informed of the project and provides input on potential funding/donations and design elements	I, C
Donors	Needs to be kept informed of the project and provides input on donor recognition and design elements	I, C
SSI Operations Maintenance Staff	Kept informed of the project and provides input on process selections, equipment selections, maintenance issues, daily operational impacts, tree removal and site drainage, etc.	I, C
SSI Administrative Staff	Kept informed of the project and provides input on schedules. Receive public comments.	I, C
Park Visitors	Construction may impact parking, regular uses, events and washroom availability.	I
CRD Building Inspection	Building permits; adherence to public building codes	A
Neighborhood businesses, residents and adjacent property owners.	Ensure stakeholder requirements are represented on the project. Group's level of concern can have a HIGH level of impact on the decisions.	I, C
Island Trusts	Commitment and support for project is necessary. Group's level of concern can have a HIGH level of impact on the decision.	A, I
Tourists	Construction may impact parking. Risk of congestion	I
Special interest groups	Ensure stakeholder requirements are represented on the project. Group's level of concern can have a HIGH impact on outcomes.	I
Other users i.e schools	Ensure stakeholder requirements are represented on the project.	I

*Note: For projects that require more substantial stakeholder identification, please refer to the Supplemental section of the CRD Project Management Guide for methods / templates, etc. Please document any addendums in the Addendum Section of this*

<b>Legend</b>	
NI	= no involvement
I	= information only
C	= consulted
PD	= planning and decision making
A	= approval rights to say "Yes" or "No" to a decision

## 12. COMMUNICATIONS

Internal		Required (yes / no)
Should any of the following be informed / kept up to date about this project?  <i>If yes, ensure that they are documented in the "Key Stakeholders" section. These groups may want the information to be ready for questions from the public or to plan for future change management, etc.</i>	CRD Politicians	Y
	Management Teams (i.e. ELT, Corporate Team)	N
	Specific senior managers from departments not Involved in the execution of the project.	N
External		Required (yes / no)
Does the project require any of the following:  <i>*If yes, please consult your department's communications expert for direction when preparing the project plan.</i>	Public Consultation	Y
	Advertising in print, radio, television, web, etc.	N
	Politically sensitive updates to stakeholders	Y
	Development of print materials for public consumption	Y

## 13. RISK IDENTIFICATION

No.	Risks Identification (Related to scope, schedule, budget, stakeholders, etc.)	Likelihood to Occur (low, medium, high)	Impact if Occurs (low, medium, high)	High Level Risk Response Strategy (if applicable)
1	Adequate staffing is available to manage and implement the project	Medium	High	Ensure staffing requirements are met through either employees, contract employees or consultants.
2	Project costs are greater than budgeted	High	High	Need to obtain cost estimates for design elements and key factors.
4	Public opposition	Medium	High	Ensure effective community communication strategy throughout the process. Develop mitigation action strategies to address issues.
5	Assume approvals are received on time and with minimal conditions	Low	High	Ensure approvals are sought early to reduce potential delays/costs.



**14. SIGNOFF ON PROJECT CHANGES**

Item		Role or Involvement in Project Changes					
		<i>(see legend below)</i>					
		Project Administrator	Sponsor	Senior Manager	General Manager	CAO	Commission/ Board
Project Plan Changes		A	A	I	I	I	I
Budget Changes	Under \$5,000	A	I				
	\$5,001 to \$50,000	A	A	A	C	I	I
	\$50,001 to \$100,000	A	A	A	A	C	I
	\$100,001 to \$200,000	A	A	A	A	A	I
	Over \$200,001	A	A	A	A	A	I
Schedule Changes	Doesn't Impact Critical Path	A	I	I			
	Does Impact Critical Path	A	A	A	I	I	I
Scope Changes <i>(that affect budget or schedule)</i>		Same involvement as noted above					
<b>Legend</b>							
C = consulted							
I = information only							
A = approval required							

**15. SIGNOFF** *(Signoff provides authorization for the project to proceed.)*

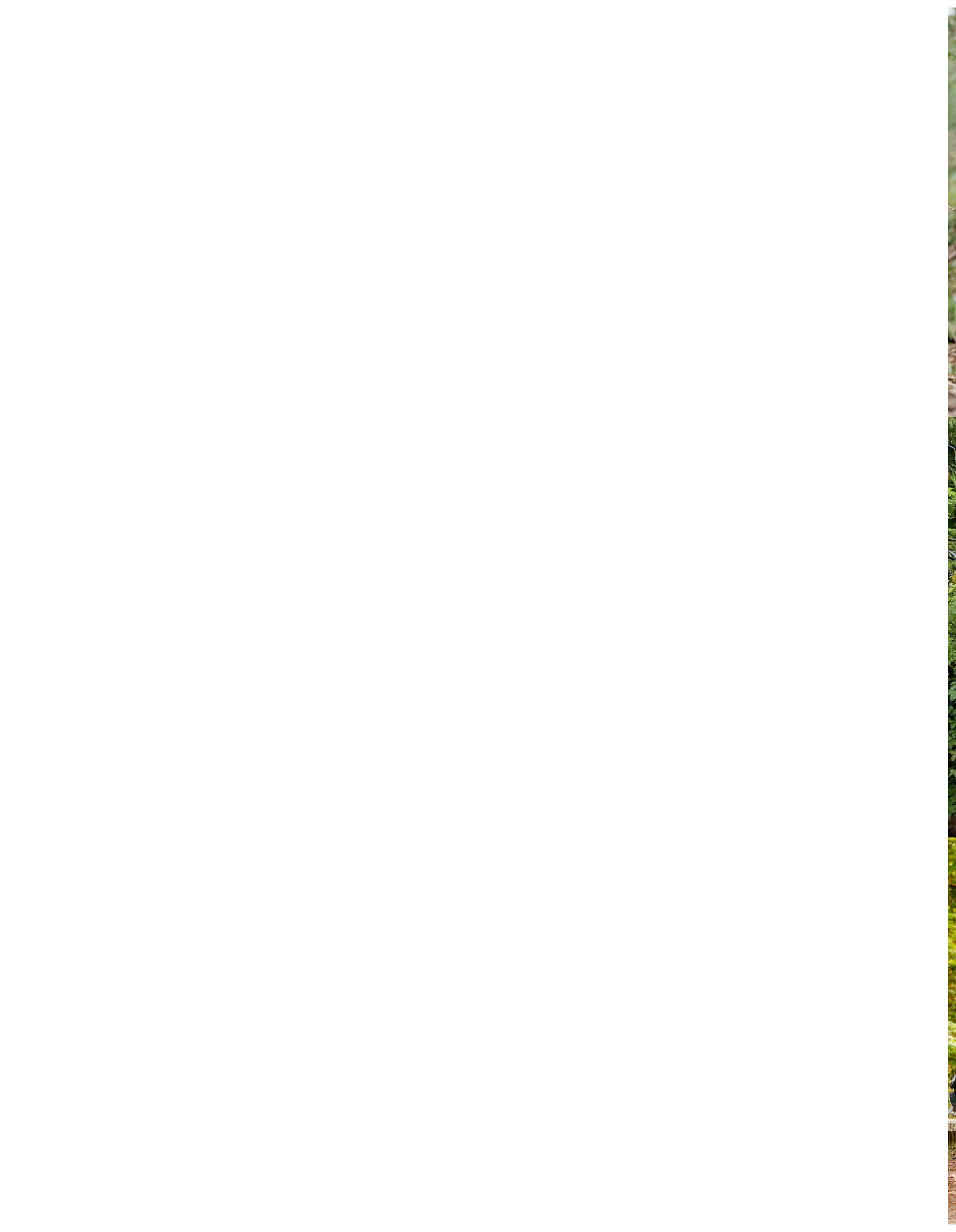
Position/Title	Print Name	Signature	Date
Project Sponsors	Robert Lapham		
	SSI Parks and Recreation Commission		
Senior Manager	Karla Campbell		
Project Administrator	Dan Ovington		

# Salt Spring Family Bike Park



## A Preliminary Vision

created by the Salt Spring Bike Club  
update September 2017





## Overview

A family bike park is a dirt surfaced, outdoor recreation space with technical features professionally designed to facilitate bicycle skill development among children and youth, such as balancing, braking, cornering, jumping, handling and more. In particular, a family bike park provides a fun and safe place for children as young as two years old to learn to ride a bike, increase their ability and confidence, and develop a love for the sport.

The Salt Spring Bike Club (SSBC) is seeking support from PARC, community members, agencies and businesses to envision, plan and build a family bike park on Salt Spring Island. Our club has spent considerable time listening to local residents to better understand the needs and hopes of young bike riders and their families. The club has also looked beyond Salt Spring Island to learn from the experiences of other small communities. We are wholly impressed with the benefits a family bike park offers and are motivated to bring these positive impacts to Salt Spring Island. We are currently in the early planning stage and are looking for logistical and financial assistance to secure land, and develop an approach to design, build and maintain the park.

*Please join us in making a safe and fun Family Bike Park on Salt Spring Island!*



# Salt Spring Family Bike Park

## A preliminary vision

### Community Need

Biking riding is a fundamental physical skill in Canada, and learning to ride a bike is a deeply valued milestone for children across the country and beyond. On the West Coast, winter sport opportunities are limited for Salt Spring residents and often involve expensive off island travel. Bike riding is an affordable, year-round recreation and fitness opportunity. Biking riding is also an effective means of emissions-free transportation, enabling broad mobility and independence without reliance on automobiles.

Learning to ride a bike and being a young rider is often very difficult on Salt Spring Island. The topography, land use polices and development patterns of our community has resulted in a number of long, hilly and busy roads without safe sidewalks or shoulders. There are almost no off-road bike trails suitable for young riders. The majority of properties are without paved or flat driveways. Biking opportunities for children are concentrated in school parking lots after hours or in the community skate park which is a highly technical, concrete surfaced space, designed for skateboards and geared towards older teenagers and young adults. The skate park is NOT safe or appropriate for learning to ride a bike or for young riders.



### Why do we want family bike park?

- No safe, designated areas for young kids learning to ride
- Few off-road trails appropriate for new and young riders
- Roadside bike riding on SSI is unsafe for children
- The skate park is unsafe for bike riding
- Limited family-friendly, active, outdoor recreation facilities
- Limited active recreation opportunities for older youth, especially those not interested in team sports
- Bike riding is a fun and healthy activity for kids!

## Community Benefits

A family bike park will provide many benefits for children and families, public health, tourism and the environment. These positive impacts were recognized and pursued by many other nearby communities including Sooke, Ucluelet, Tofino, North Saanich, Powell River and Nanaimo.

Some of the anticipated community benefits of a family bike park on Salt Spring Island include:

- Safe, non-intimidating environment for new and young bike riders
- Healthy active recreation opportunity for all, including those not interested in team sports
- Positive, passively supervised environment for children and youth
- Very small environmental footprint
- Minimal impacts (traffic, noise, etc.) on adjacent uses and neighbours
- Supports skill development and passion for car alternative transportation
- Supports appreciation of the outdoors
- Relatively low capital and low maintenance cost
- Recreation tourism attraction for visitors

## Situable Location

The SSBC is looking for approximately 1 acre or more of publicly-owned land for the Family Bike Park. The site should be close to Ganges, accessible by existing or planned bike routes or pathways, and appropriately zoned. We are currently aware of two possible sites:

<i>Location</i>	<i>Size</i>	<i>Zoning</i>
<i>Mouat Park – southeast corner/Seaview access</i>	<i>0.8 acres</i>	<i>Parks and Reserves 2</i>
<i>Portluck Park – southwest corner/blackberry patch</i>	<i>1+ acres</i>	<i>Parks and Reserves 1</i>

Mouat Park is the SSBC's preferred site because of its central Ganges Village location; excellent proximity to schools, preschools and the pool; and the great access from bike routes, multi-use pathways and transit. Mouat Park also offers an ideal setting "among the trees" with natural shade/weather protection and a beautiful place for families to gather with their children.

PARC's 2011 Master Plan identifies woodland biking and a bike park as potential additions to Mouat Park. The treed southeast corner of the park is currently unused by other activity groups.

*Consultation and additional analysis will be required for Mouat Park and other potential sites.*

# Salt Spring Family Bike Park

## A preliminary vision

### Estimated Cost and Funding

The cost of the project will depend on the location and design along with the community's ability to attract volunteers and donations. A rough cost range for a fully built park is \$100,000 – \$225,000. In September 2017 the Salt Spring Lions Club voted to be the principal funder of the Family Bike Park. Their funding commitment is contingent on PARC providing the land and managing long-term operations, and that hiring local tradespeople is prioritized for the park's construction.

On September 18, PARC voted to approve a project charter and a preliminary budget for a Family Bike Park. Mouat Park is identified as the preferred location pending an environmental review and community consultation.

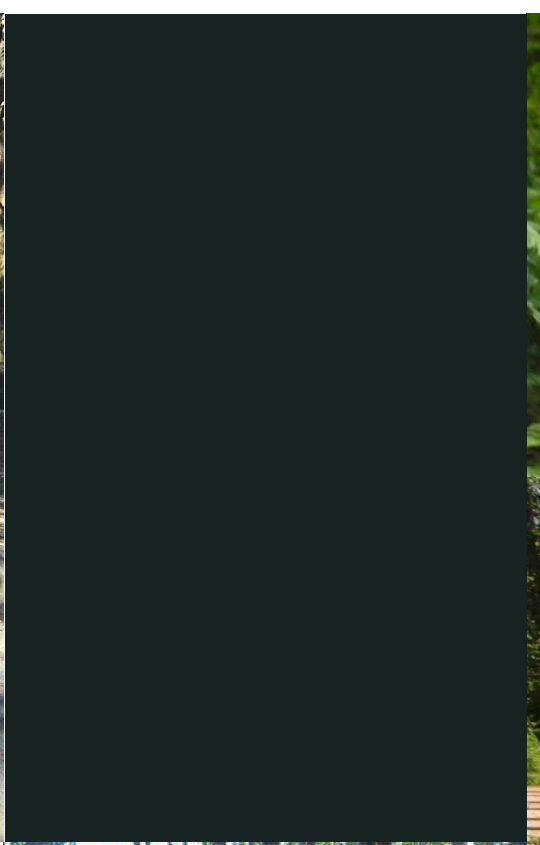
### Estimated Timeline

<b>Winter 2017:</b>	Environmental Review and Consultation
<b>Winter/Spring 2017:</b>	Design and Tendering
<b>Summer 2017:</b>	Construction

### Contact

Elizabeth FitzZaland  
Member, Salt Spring Bike Club  
elizabeth@greencitybuilders.ca  
250-538-7027

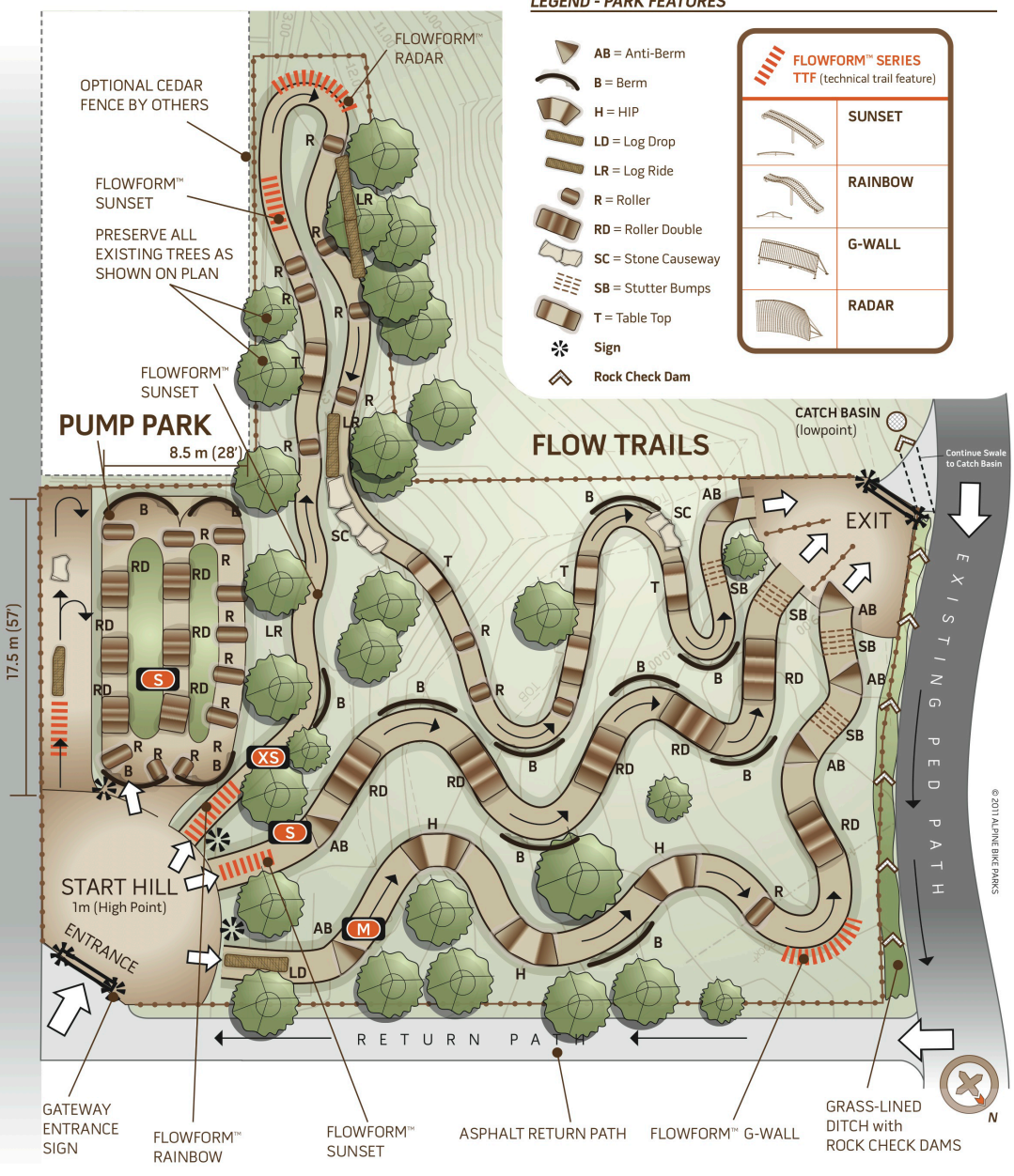




**LEGEND - PARK FEATURES**

- AB = Anti-Berm
- B = Berm
- H = HIP
- LD = Log Drop
- LR = Log Ride
- R = Roller
- RD = Roller Double
- SC = Stone Causeway
- SB = Stutter Bumps
- T = Table Top
- \* = Sign
- ⚡ = Rock Check Dam

FLOWFORM™ SERIES TTF (technical trail feature)	
	SUNSET
	RAINBOW
	G-WALL
	RADAR



Example layout from a family bike park on Vancouver Island



APPENDIX D: BOARD-APPROVED CWF INVESTMENTS AS OF 2017-09-30

AREA	COMMUNITY	TITLE	PROJECT CATEGORY	BOARD RESOLUTION IN HOTSHEET	GRANT AWARD AMOUNT	GRANTED CWF UNSPENT TO YEAREND 2016	PROJECT SURPLUS (RETURNED TO EA ACCOUNT)	CWF AS OF 2017-12-31 NOT ASSIGNED TO PROJECTS
JDF	Shirley	Sheringham Water Works system repairs	Drinking Water	2014-04-09	\$ 20,000.00	\$ -	\$ -	
JDF	Kemp Lake	Kemp Lake Infrastructure Improvement	Recreation	2017-03-08	\$ 18,000.00	\$ 18,000.00		
JDF	Port Renfrew	Water Service Chlorine Injection Pump	Drinking Water	2016-06-08	\$ 10,000.00	\$ 1,614.17		
JDF	Shirley	JDF Community Recreation	Recreation	2016-03-09	\$ 23,000.00	\$ 1,497.91		
JDF	Willis Point	Willis Point Well Upgrade	Drinking Water	2015-10-14	\$ 15,000.00	\$ -		
JDF	Port Renfrew	JDF Community Recreation - Tennis Court	Recreation	2015-07-08	\$ 8,000.00	\$ 1,850.00		
JDF	Willis Point	Willis Point Water Tower	Drinking Water	2015-06-10	\$ 20,000.00	\$ 10,869.18		
JDF	Otter Point	Butler Trail Extension	Active Transportation	2015-04-08	\$ 12,000.00	\$ -	\$ 500.00	
JDF	Otter Point	William Simmons Community Park	Recreation	2015-04-08	\$ 45,000.00	\$ -	\$ 626.54	
JDF	Shirley/Jordan River	Fire Hydrant for Shirley fire service	Disaster Mitigation	2014-11-12	\$ 15,000.00	\$ -		
JDF	East Sooke	East Sooke Fire Hall	Drinking Water	2014-05-14	\$ 25,000.00	\$ -		
JDF	East Sooke	Mt Matheson/Roche Lake Connector Trail	Active Transportation	2013-12-11	\$ 20,000.00	\$ 952.38		
JDF	Juan de Fuca	JDF Admin Building	Energy Systems	2013-10-09	\$ 50,000.00	\$ 17,196.00		
JDF	Juan de Fuca	JDF Admin Building	Drinking Water	2013-08-14	\$ 100,000.00	\$ -		
JDF	Juan de Fuca	JDF Admin Building	Energy Systems	2013-08-14	\$ 100,000.00	\$ 5,057.00		
JDF	Shirley/Jordan River	Shirley/Jordan River OCP	Community Planning	2013-08-14	\$ 150,000.00	\$ -		
JDF	Willis Point	Willis Point Water Tower	Drinking Water	2013-06-12	\$ 40,000.00	\$ 0.04		
JDF	Kemp Lake	Kemp Lake Water Quality	Long-term Infrastructure Plan	2013-02-13	\$ 11,500.00	\$ -		
JDF	East Sooke	East Sooke Fire Hall	Drinking Water	2012-12-12	\$ 125,000.00	\$ -		
JDF	East Sooke	Wilderness Mountain Water System	Drinking Water	2012-06-13	\$ 30,000.00	\$ 11,432.00		
JDF	Juan de Fuca	JDF Fire Suppression	Asset Management	2011-12-14	\$ 20,000.00	\$ -	\$ 1,920.83	
JDF	Otter Point	Otter Point. Env. Inventory	Asset Management	2010-04-14	\$ 100,000.00	\$ 433.61		
JDF	Shirley	Sheringham Point Lighthouse Access Rd.	Local Roads	2016-04-13	\$ 10,000.00	\$ -		
JDF	Juan de Fuca	Sooke artificial turf playing field	Recreation	2014-10-08	\$ 300,000.00	\$ 300,000.00		
JDF	Otter Point	Kemp Lake Water Main Extension Project	Drinking Water	2017-06-14	\$ 30,000.00	\$ 30,000.00		
JDF	Shirley	Sheringham Point Lighthouse - Chip Sealing of Access Road	Local Roads	2017-07-12	\$ 10,000.00	\$ 10,000.00		
JDF					\$ 1,307,500.00	\$ 397,036.68	\$ 14,912.98	\$ 774,633.05

APPENDIX C: BOARD-APPROVED CWF INVESTMENTS AS OF 2017-09-30

AREA	COMMUNITY	TITLE	PROJECT CATEGORY	BOARD RESOLUTION IN HOTSHEET	GRANT AWARD AMOUNT	GRANTED CWF UNSPENT TO YEAREND 2016	PROJECT SURPLUS (RETURNED TO EA ACCOUNT)	CWF AS OF 2017-12-31	2017- NOT YET ASSIGNED TO PROJECTS
SGI	Galiano Island	Water and Sewer SAMP	Asset Management	2011-08-10	\$ 20,000.00	\$ -	\$ 17,884.00		
SGI	Saturna island	Water and Sewer SAMP	Asset Management	2011-08-10	\$ 20,000.00	\$ -	\$ 19,926.00		
SGI	Saturna island	Lyall Harbour/Boot Cove	Drinking Water	2012-08-08	\$ 120,000.00	\$ -	\$ -		
SGI	Saturna island	Lyall Harbour/Boot Cove	Drinking Water	2013-03-13	\$ 20,000.00	\$ -	\$ -		
SGI	SGI	Community Quality of Life and Needs Assessment	Community Planning	2013-07-10	\$ 15,000.00	\$ 0.06	\$ 14,755.00		
SGI	SGI	Experience the Gulf Islands (ETGI) Concept Plan	Long-term Infrastructure Plan	2016-03-09	\$ 35,000.00	\$ 211.55	\$ 210.34		
SGI	Saturna island	Lyall Harbour/Boot Cove	Disaster Mitigation	2014-11-12	\$ 112,000.00	\$ 56,433.35			
SGI	Galiano Island	Water Meters	Drinking Water	2008-05-14	\$ 15,326.00	\$ -	\$ -		
SGI	Galiano Island	Water Meters	Drinking Water	2008-05-14	\$ 29,874.00	\$ -	\$ -		
SGI	Pender Islands	Pender School Solar Roof Project	Energy Systems	2016-02-10	\$ 20,000.00	\$ -	\$ -		
SGI	Mayne Island	Water Meters	Drinking Water	2008-05-14	\$ 12,620.00	\$ -	\$ -		
SGI	Pender Islands	Water Meters	Drinking Water	2008-05-14	\$ 180,500.00	\$ -	\$ -		
SGI	Saturna island	Water Meters	Drinking Water	2008-05-14	\$ 27,380.00	\$ -	\$ -		
SGI	SGI	Standpipe Inventory - Water Supply Systems and Sources	Asset Management	2011-08-10	\$ 45,000.00		\$ 26,772.01		
SGI	Saturna island	Greening Saturna Community Hall	Energy Systems	2016-02-10	\$ 30,000.00	\$ -	\$ -		
SGI	Mayne Island	Water and Sewer SAMP	Asset Management	2011-08-10	\$ 20,000.00	\$ 20,000.00	\$ -		
SGI	Pender Islands	PI Community Hall	Energy Systems	2011-08-10	\$ 11,000.00	\$ -	\$ -		
SGI	Pender Islands	Water and Sewer SAMP	Asset Management	2011-08-10	\$ 25,000.00	\$ -	\$ -		
SGI	Saturna island	Water and Sewer SAMP	Asset Management	2011-08-10	\$ 20,000.00		\$ 19,740.00		
SGI	Pender Islands	PI Community Hall	Energy Systems	2012-03-14	\$ 132,000.00	\$ 0.22	\$ -		
SGI	SGI	Cycling/Pedestrian Trail Plan	Long-term Infrastructure Plan	2012-12-12	\$ 60,000.00		\$ 14,327.45		
SGI	SGI	SGI Food System and Agriculture Strategy	Community Planning	2013-08-14	\$ 66,000.00	\$ -	\$ -		
SGI	Galiano Island	North Galiano Fire Hall Well	Drinking Water	2013-12-11	\$ 18,000.00	\$ -	\$ -		
SGI	Pender Islands	Pender Islands Fire Hall No. 1	Drinking Water	2014-04-09	\$ 75,000.00	\$ -	\$ -		
SGI	Pender Islands	Magic Lake Estates	Drinking Water	2014-05-14	\$ 60,000.00	\$ -	\$ -		
SGI	SGI	Social Finance Model for SGI Economic Development (Suspended)	Community Planning	2014-07-09	\$ -	\$ -	\$ -		
SGI	Pender Islands	Gardom Pond lower dam	Disaster Mitigation	2014-10-08	\$ 50,000.00	\$ 16,043.51	\$ -		
SGI	Pender Islands	Magic Lake Estates	Wastewater	2014-10-08	\$ 60,000.00	\$ -	\$ -		

APPENDIX C: BOARD-APPROVED CWF INVESTMENTS AS OF 2017-09-30

AREA	COMMUNITY	TITLE	PROJECT CATEGORY	BOARD RESOLUTION IN HOTSHEET	GRANT AWARD AMOUNT	GRANTED CWF UNSPENT TO YEAREND 2016	PROJECT SURPLUS (RETURNED TO EA ACCOUNT)	CWF AS OF 2017-12-31	2017- NOT YET ASSIGNED TO PROJECTS
SGI	Mayne Island	Mayne Island Demo Trail	Active Transportation	2014-11-12	\$ 60,000.00	\$ 40,238.72	\$ -		
SGI	Pender Islands	Magic Lake Estates Sewerage Treatment Options	Wastewater	2015-08-01	\$ 15,000.00		\$ 2,481.00		
SGI	Mayne Island	Mayne Island Bus Society - Community busses (2) purchase	Public Transit	2016-05-11	\$ 50,000.00	\$ -			
SGI	Galiano Island	Galiano Museum Building - heat pump	Energy Systems	2016-12-14	\$ 20,000.00	\$ 20,000.00			
SGI	Galiano Island	Galiano Childcare Centre	Recreation	2017-03-08	\$ 34,500.00	\$ 34,500.00			
SGI	Mayne Island	Mayne Island Bus Society - Community bus purchase (Deferred)	Public Transit	2016-09-14	\$ -	\$ -	\$ -		
SGI	SGI	SGI Community Economic Sustainability Economic Development Framework	Community Planning	2016-09-14	\$ 50,000.00	\$ 20,203.00	\$ -		
SGI	Pender Islands	Magic Lake Estates Emergency Access/Egress Route	Active Transportation	2016-10-12	\$ 50,000.00	\$ 47,977.32			
SGI	SGI	Housing Needs Assessment for the SGI	Long-term Infrastructure Plan	2016-10-12	\$ 40,000.00	\$ 40,000.00			
SGI	Pender Islands	Pender Islands Community Hall solar roof	Energy Systems	2017-04-12	\$ 15,000.00	\$ -			
SGI	Mayne Island	Miners Bay Dock Infrastructure Improvements	Short-sea Shipping	2016-12-14	\$ 15,000.00	\$ 15,000.00			
SGI	Pender Islands	Pender Library (SGI Library Service)	Energy Systems	2016-12-14	\$ 15,000.00	\$ -			
SGI	SGI	SSI and SGI Regional Trails Plan	Long-term Infrastructure Plan	2016-12-14	\$ 10,000.00	\$ 10,000.00			
SGI	Mayne Island	Mayne Reading Centre Renovation Project	Culture	2017-02-08	\$ 4,000.00	\$ 4,000.00			
SGI	Pender Islands	Pender Library (SGI Library Service)	Energy Systems	2017-03-08	\$ 5,000.00	\$ 5,000.00			
SGI	Pender Islands	SGI Community Resource Centre - SGI Visitor Centre	Tourism	2017-07-12	\$ 36,000.00	\$ 36,000.00			
SGI	Mayne Island	Dinner Bay Park Surface Replacement - Gravel, Grass, and Light Machinery	Recreation	2017-07-12	\$ 27,000.00	\$ 27,000.00			
SGI	Galiano Island	Community Hall Energy Upgrades	Energy Systems	2017-07-12	\$ 13,947.40	\$ 13,947.40			
SGI	SGI	Tourism Visitor Centre and Kiosks	Tourism	2017-07-12	\$ 24,600.00	\$ 24,600.00			
SGI	Galiano Island	Galiano Community playground development	Recreation	2017-08-02	\$ 50,673.00	\$ 50,673.00			
SGI	SGI	SGI Sustainability - Phase 2 Cooperative Planning	Community Planning	2017-08-02	\$ 34,000.00	\$ 34,000.00			
SGI	Pender Islands	Thieves Bay Park Lawn Enhancement (Approved initially at 2017-08-02)	Recreation	2017-09-13 (Update)	\$ 46,100.00	\$ 46,100.00			
<b>SGI</b>					<b>\$ 1,915,520.40</b>	<b>\$ 561,927.57</b>	<b>\$ 116,096</b>	<b>\$ 434,384.90</b>	

APPENDIX C: BOARD-APPROVED CWF INVESTMENTS AS OF 2017-09-30

AREA	COMMUNITY	TITLE	PROJECT CATEGORY	BOARD RESOLUTION IN HOTSHEET	GRANT AWARD AMOUNT	GRANTED CWF UNSPENT TO YEAREND 2016	PROJECT SURPLUS (RETURNED TO EA ACCOUNT)	CWF AS OF 2017-12-31	2017- NOT YET ASSIGNED TO PROJECTS
SSI	Ganges	Drake Road - Hydrology Study Ph 2	Drinking Water	2017-07-12	\$ 15,000.00	\$ 15,000.00			
SSI	Ganges	Drake Road - Hydrology Study	Drinking Water	2017-02-22	\$ 30,000.00	\$ 30,000.00			
SSI	SSI	Experience the Gulf Islands (ETGI) Concept Plan	Long-term Infrastructure Plan	2016-12-14	\$ 10,000.00	\$ 10,000.00			
SSI	Maliview	Maliview Sewer System	Wastewater	2016-11-09	\$ 195,000.00	\$ 181,685.00			
SSI	Ganges	Ganges Boardwalk and Pecks Cove Park	Long-term Infrastructure Plan	2016-10-12	\$ 150,000.00	\$ 150,000.00			
SSI	SSI	Experience the Gulf Islands (ETGI) Concept Plan	Long-term Infrastructure Plan	2016-03-09	\$ 25,000.00	\$ 151.11			
SSI	Ganges	Nth Ganges Transportation Plan	Active Transportation	2016-02-10	\$ 685,280.00	\$ 685,280.00			
SSI	Maliview	Maliview Sewer System	Wastewater	2015-05-13	\$ 35,000.00	\$ 2,452.08			
SSI	SSI	Cycling/Pedestrian Trail Map (Experience the Gulf Islands)	Community Planning	2014-05-14	\$ 25,000.00		\$ 25,000.00		
SSI	St. Mary Lake	St. Mary's Lake Water Quality Assessment	Asset Management	2014-05-14	\$ 35,000.00	\$ -			
SSI	Ganges	Nth Ganges Transportation Plan	Active Transportation	2013-07-10	\$ 100,000.00	\$ 64,776.00			
SSI	Highland Fernwood	Highland/Fernwood	Drinking Water	2012-12-10	\$ 150,000.00	\$ -			
SSI	Highland Fernwood	Highland/Fernwood	Drinking Water	2012-12-10	\$ 50,000.00	\$ -			
SSI	Ganges	Nth Ganges Transportation Plan	Active Transportation	2012-04-11	\$ 340,540.00	\$ 2,406.00			
SSI	Highland Fernwood	Highland/Fernwood	Asset Management	2011-10-12	\$ 87,937.00	\$ -			
SSI	Highland Fernwood	Highland/Fernwood	Asset Management	2011-10-12	\$ 72,063.00	\$ -			
SSI	Ganges	Nth Ganges Transportation Plan	Active Transportation	2010-11-10	\$ 338,134.00	\$ -			
SSI	Beddis	Strategic Plan for Sewer and Water	Asset Management	2009-11-18	\$ 24,550.00	\$ 24,550.00			
SSI	Beddis	Beddis Water Treatment Plant	Drinking Water	2009-11-18	\$ 142,000.00		\$ 28,400.00		
SSI	Cedars of Tuam	Cedars of Tuam Water Treatment Plant	Drinking Water	2009-11-18	\$ 30,400.00	\$ 1,832.65			
SSI	Fernwood	Strategic Plan for Sewer and Water	Asset Management	2009-11-18	\$ 24,550.00	\$ 24,550.00			
SSI	Fulford	Strategic Plan for Sewer and Water	Asset Management	2009-11-18	\$ 13,569.00	\$ 5,535.00			
SSI	Fulford	Fulford Water Treatment Plant	Drinking Water	2009-11-18	\$ 75,000.00	\$ 10,000.00			
SSI	Highland	Strategic Plan for Sewer and Water	Asset Management	2009-11-18	\$ 24,550.00	\$ 19,290.00			
SSI	Maliview	Strategic Plan for Sewer and Water	Asset Management	2009-11-18	\$ 2,781.00	\$ -			
SSI	Burgoyne Bay	Composting Pilot	Wastewater	2008-07-11	\$ 30,000.00	\$ -			
SSI	Ganges	Pathways	Active Transportation	2008-07-11	\$ 425,000.00	\$ -			
SSI	Ganges	Pathways	Active Transportation	2008-03-12	\$ 50,000.00	\$ -			
SSI	St. Mary Lake	St. Mary's Lake Compressor	Drinking Water	2007-07-05	\$ 25,000.00	\$ -			
SSI	Ganges	Ganges Transportation Management/ Conceptual Design	Active Transportation	2006-10-11	\$ 30,000.00		\$ 5,012.00		
<b>SSI</b>					<b>\$ 3,241,354.00</b>	<b>\$ 1,207,507.84</b>	<b>\$ 58,412.00</b>	<b>\$ 1,372,073.17</b>	



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**REPORT TO SALT SPRING ISLAND PARKS AND RECREATION COMMISSION  
MEETING OF MONDAY, SEPTEMBER 18, 2017**

**Item 6.2**

**SUBJECT     Salt Spring Island Parks and Trails Naming Convention Policy**

**ISSUE**

To establish a policy governing how Salt Spring Island (SSI) community parks and trails are named and potentially renamed.

**BACKGROUND**

There is currently no policy in place to guide how Salt Spring Island CRD community parks and trails are named. The CRD Board approved a naming policy for Regional Parks in February 2017.

The Regional Parks and Regional Trails Naming Convention Policy (The Policy) sets out guidance for naming newly-established community parks and trails and makes provision for the CRD Board to consider renaming existing regional parks in exceptional cases. (Attachment A)

Under establishment Bylaw #3763, the PARC Commission can recommend policy development for the Capital Regional District to endorse which guides local staff and commission members in making future recommendations for the Board to consider on local matters. At the July 17, 2017 meeting, the Salt Spring Island Parks and Recreation Commission (PARC) directed staff to amend the Board approved Regional Parks and Regional Trails Naming Convention Policy to develop a similar guiding policy for the naming of SSI Community Parks and Trails. (Attachment B)

The final draft of the SSI Community Parks and Community Trails Naming Convention Policy is attached for approval. (Attachment C)

**ALTERNATIVES**

*Alternative 1*

That the Salt Spring Island Parks and Recreation Commission recommends to the Electoral Area Service Committee that the Capital Regional District Board approve the attached SSI Community Parks and Community Trails Naming Convention Policy.

*Alternative 2*

That the SSI Community Parks and Community Trails Naming Convention Policy be referred back to staff for further review.

**CONCLUSION**

The CRD Board recently adopted a naming policy for Regional Parks but there is no policy governing how SSI CRD community parks and trails are named. There is a need for a similar policy to guide the SSI Parks and Recreation Commission and the Board when considering a new SSI park or trail name or a proposed name change to an existing park.

**RECOMMENDATION**

That the Salt Spring Island Parks and Recreation Commission recommends to the Electoral Area Service Committee that the Capital Regional District Board approve the attached SSI Community Parks and Community Trails Naming Convention Policy.

Submitted by:	Dan Ovington, Manager, SSI Parks and Recreation
Concurrence:	Karla Campbell, Senior Manager SSI Electoral Area
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

DO/ts

Attachments:

- Appendix A - Regional Parks and Trails Naming Convention Policy
- Appendix B - Amended Regional Parks and Trails Naming Convention
- Appendix C - Draft SSI Community Parks and Community Trails Naming Convention Policy



**LEGISLATIVE POLICY**

Section	Board	
Subsection	Policies, Procedures, Manuals	
Title	REGIONAL PARKS AND REGIONAL TRAILS NAMING CONVENTION POLICY	

**1. POLICY**

This policy applies to the naming of Capital Regional District (CRD) regional parks and trails.

**2. PURPOSE**

To provide clear process and direction regarding how regional parks and trails will be named or renamed.

**3. RESPONSIBILITIES**

Regional Parks staff have the responsibility of administering and implementing this policy following CRD Board approval.

**4. SCOPE**

This policy applies to the naming of all regional parks and trails in the CRD.

**5. NEW PARKS**

Subject to the exceptions listed below, new regional parks and trails will be named for their location or significant geographic features with which they are associated.

All park names must contain the words "Regional Park."

**Exceptions**

**A. Regional Historical or Cultural Significance**

In rare cases, a park or trail may be given a name with regional historical or cultural significance, if, during the land acquisition or planning process, there is evidence of broad regional support for the proposed name.

**B. First Nations Names**

Where a First Nation proposes a name for a new park or trail the name proposed by the First Nation may be used as the name of the park or trail or the park or trail may be co-named with an English name identified in accordance with this policy

C. *Commemorative or Honourific Names*

Where a person donated the land that comprises a new park or trail or has otherwise made a significant and enduring contribution to the regional park or trail in question, or to the regional park system generally, other than as part of that person's employment, a new regional park or trail may be named for that person, or given the name that the person or the person's family (if the person is deceased) suggests for the park or trail.

Other than in a case where a person has donated the land that has become the regional park or trail, Regional Parks will not consider naming a new park or trail after a person until at least 2 years have passed since the date of the person's death.

Lands that are donated for addition to existing parks or trails will not be given a name that is different from that of the park or trail to which the land is being added.

## 6. EXISTING PARKS

Subject to the exceptions listed below, existing regional parks will be not be renamed. Existing regional trails will not be renamed.

### Exceptions

A. *First Nations Names*

An existing regional park may be renamed or given an indigenous co-name with the existing English name where a First Nation requests that an existing park be renamed or co-named and provides an application in accordance with Section 7 of this policy demonstrating that the location reflects a culturally important place, person, way of life or event.

B. *Regional Historical or Cultural Significance*

A request to rename a regional park will be brought forward to the CRD Board for consideration where a person or a community group:

- i) Provides evidence that the location was known for or was linked to a regional historically or culturally significant event, person or way of life;
- ii) Provides evidence that there is broad-based regional support for the change; and
- iii) Follows the process set out in Section 7 of this Policy.

C. *Alternate Locational or Geographic Name*

A request to rename a regional park will be brought forward to the CRD Board for consideration where a person or community group:

- i) Provides evidence that there is a locational or geographical name that is more appropriate for the regional park;
- ii) Provides evidence that there is broad-based regional support for the change; and
- iii) Follows the process set out in Section 7 of this Policy.

## 7. PROCEDURE

The following process will be used to administer a request to change the name of an existing regional park:

- A. The First Nation, person or community group requesting the change must submit a written request to the General Manager, Parks & Environmental Services, requesting the name change.

- B. The request must include:
- i) written documentation in support of the proposed name change that adequately explains why the name change is being requested and why the proposed name is appropriate for the regional park;
  - ii) any information required by Section 6 of this Policy;
  - iii) comments on the proposal from the municipal council, Electoral Area Director or the local government in which the regional park is located;
  - iv) comments from appropriate representatives of the First Nation(s) whose asserted traditional territory includes the area in which the regional park is located (if comments from the First Nation(s) cannot be obtained, evidence demonstrating what efforts were made to obtain those comments must be provided); and
  - v) for First Nations, a Band Council Resolution in support of the name change.
- C. Regional Parks staff will refer the request to the Regional Parks Committee for consideration. As part of the referral, Regional Parks staff will include information on the incremental costs that would be incurred to replace park signs, maps, brochures and other printed and digital information with the new name. Regional Parks staff will evaluate a proposed new name according to the following criteria in making a recommendation to the Regional Parks Committee:
- Names should:
- primarily and principally be related to their location or significant geographic features with which they are associated such as mountains, rivers, creeks, coves, flora, fauna within the region
  - have a strong connection to the region
  - have historical, social or cultural relevance to the region
  - engender a positive image
  - avoid similar sounding names in the region
  - generally avoid honourific or personal names except in occasional circumstances
    - Regional Parks will not consider re-naming an existing park after a person until at least 2 years have passed since the date of the person's death.
  - be tested for use in abbreviated format so as to avoid the use of inappropriate abbreviations or acronyms
- D. The person or community group making the request will be informed of the meeting at which the request will be considered and invited to address the Committee as a delegation
- E. The Committee may direct Regional Parks staff to undertake regional consultation in relation to the request. Staff will report back to the Committee with the results of any such consultation.
- F. If the Regional Parks Committee supports the proposed name change, the request will be referred to the Capital Regional District Board for decision.
- G. Following the selection of a new name, Regional Parks staff will notify relevant public bodies, government agencies, emergency responders, internal departments (for updates to databases), Google Maps, and other groups as needed, of this change.

## 8. DEFINITIONS

For the purposes of this policy, *Regional Historical or Cultural Significance* means:

A place that is strongly associated or identified with ways of life, events or people that had an important influence on the history and development of the region.

To be historically or culturally significant, a place should be the location where an event occurred, or contain in situ authentic remains or physical artifacts related to, or characteristic of, the way of life, the event or the person for which recognition is being proposed, and should lend itself to the interpretation and presentation of related information to the public.

Approval Date:	February 22, 2017	Approved By:	CRD Board
1. Amendment Date:		Approved By:	
2. Amendment Date:		Approved By:	
3. Amendment Date:		Approved By:	
Next Review Date:		Reviewed By:	
Supersedes:			



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## LEGISLATIVE POLICY

Section	Board	
Subsection	Policies, Procedures, Manuals	
Title	SSI COMMUNITY PARKS AND COMMUNITY TRAILS NAMING CONVENTION POLICY	

### 1. POLICY

This policy applies to the naming of Capital Regional District (CRD) ~~Salt Spring Island (SSI) community regional~~ parks and trails.

### 2. PURPOSE

To provide clear process and direction regarding how ~~community regional~~ parks and trails will be named or renamed.

### 3. RESPONSIBILITIES

~~Regional Parks~~ SSI CRD staff have the responsibility of administering and implementing this policy following CRD Board approval.

### 4. SCOPE

This policy applies to the naming of all ~~CRD regional community~~ parks and trails ~~in the CRD on SSI.~~

### 5. NEW PARKS

Subject to the exceptions listed below, new ~~regional SSI community~~ parks and trails will be named for their location or significant geographic features with which they are associated.

All park names must contain the words "Regional ~~Community~~ Park."

#### Exceptions

#### A. *Regional Historical or Cultural Significance*

In rare cases, a park or trail may be given a name with regional historical or cultural significance, if, during the land acquisition or planning process, there is evidence of broad ~~regional~~ support for the proposed name.

#### B. *First Nations Names*

Where a First Nation proposes a name for a new park or trail the name proposed by the First Nation may be used as the name of the park or trail or the park or trail may be co-named with an English name identified in accordance with this policy.

C. *Commemorative or Honourific Names*

Where a person donated the land that comprises a new park or trail or has otherwise made a significant and enduring contribution to the regional park or trail in question, or to the regional-park system generally, other than as part of that person's employment, a new regional-park or trail may be named for that person, or given the name that the person or the person's family (if the person is deceased) suggests for the park or trail.

Other than in a case where a person has donated the land that has become the regional park or trail, Regional-SSI Parks will not consider naming a new park or trail after a person until at least 2 years have passed since the date of the person's death.

Lands that are donated for addition to existing parks or trails will not be given a name that is different from that of the park or trail to which the land is being added.

**6. EXISTING PARKS**

Subject to the exceptions listed below, existing regional-SSI community parks will be not be renamed. Existing regional-community trails will not be renamed.

Exceptions

A. *First Nations Names*

An existing regional park may be renamed or given an indigenous co-name with the existing English name where a First Nation requests that an existing park be renamed or co-named and provides an application in accordance with Section 7 of this policy demonstrating that the location reflects a culturally important place, person, way of life or event.

B. *Regional Historical or Cultural Significance*

A request to rename a regional-SSI Community park will be brought forward to the CRD Board for consideration where a person or a community group:

- i) Provides evidence that the location was known for or was linked to a regional historically or culturally significant event, person or way of life;
- ii) Provides evidence that there is broad-based regional support for the change; and
- iii) Follows the process set out in Section 7 of this Policy.

C. *Alternate Locational or Geographic Name*

A request to rename a regional-SSI community park will be brought forward to the CRD Board for consideration where a person or community group:

- i) Provides evidence that there is a locational or geographical name that is more appropriate for the regional park;
- ii) Provides evidence that there is broad-based regional support for the change; and
- iii) Follows the process set out in Section 7 of this Policy.

**7. PROCEDURE**

The following process will be used to administer a request to change the name of an existing regional park:

- A. The First Nation, person or community group requesting the change must submit a written request to the General-Manager, SSI Parks & Environmental Services Recreation, requesting the name change.

- B. The request must include:
- i) written documentation in support of the proposed name change that adequately explains why the name change is being requested and why the proposed name is appropriate for the regional community park;
  - ii) any information required by Section 6 of this Policy;
  - iii) comments on the proposal from the municipal council, Electoral Area Director or the local government in which the regional community park is located;
  - iv) comments from appropriate representatives of the First Nation(s) whose asserted traditional territory includes the area in which the regional park is located (if comments from the First Nation(s) cannot be obtained, evidence demonstrating what efforts were made to obtain those comments must be provided); and
  - v) for First Nations, a Band Council Resolution in support of the name change.
- C. Regional Parks SSI CRD staff will refer the request to the Regional Parks Committee SSI Parks and Recreation Commission for consideration. As part of the referral, Regional Parks staff will include information on the incremental costs that would be incurred to replace park signs, maps, brochures and other printed and digital information with the new name. Regional Parks SSI CRD staff will evaluate a proposed new name according to the following criteria in making a recommendation to the SSI Parks and Recreation Commission Regional Parks Committee:
- Names should:
- primarily and principally be related to their location or significant geographic features with which they are associated such as mountains, rivers, creeks, coves, flora, fauna within the region
  - have a strong connection to the region
  - have historical, social or cultural relevance to the region
  - engender a positive image
  - avoid similar sounding names in the region
  - generally avoid honourific or personal names except in occasional circumstances
    - Regional SSI Parks will not consider re-naming an existing park after a person until at least 2 years have passed since the date of the person's death.
  - be tested for use in abbreviated format so as to avoid the use of inappropriate abbreviations or acronyms
- D. The person or community group making the request will be informed of the meeting at which the request will be considered and invited to address the Committee Commission as a delegation
- E. The Committee Commission may direct Regional Parks SSI CRD staff to undertake regional consultation in relation to the request. Staff will report back to the Committee Commission with the results of any such consultation.
- F. If the Regional Parks Committee SSI Parks and Recreation Commission supports the proposed name change, the request will be referred to the Capital Regional District Board for decision.
- G. Following the selection of a new name, Regional Parks SSI CRD staff will notify relevant public bodies, government agencies, emergency responders, internal departments (for updates to databases), Google Maps, and other groups as needed, of this change.

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## 8. DEFINITIONS

For the purposes of this policy, *Regional Historical or Cultural Significance* means:

A place that is strongly associated or identified with ways of life, events or people that had an important influence on the history and development of the region.

To be historically or culturally significant, a place should be the location where an event occurred, or contain in situ authentic remains or physical artifacts related to, or characteristic of, the way of life, the event or the person for which recognition is being proposed, and should lend itself to the interpretation and presentation of related information to the public.

Approval Date:	February 22, 2017	Approved By:	GRD-Board
1. Amendment Date:		Approved By:	
2. Amendment Date:		Approved By:	
3. Amendment Date:		Approved By:	
Next Review Date:		Reviewed By:	
Supersedes:			





## LEGISLATIVE POLICY

Section	Board	
Subsection	Policies, Procedures, Manuals	
Title	SSI COMMUNITY PARKS AND COMMUNITY TRAILS NAMING CONVENTION POLICY	

### 1. POLICY

This policy applies to the naming of Capital Regional District (CRD) Salt Spring Island (SSI) community parks and trails.

### 2. PURPOSE

To provide clear process and direction regarding how community parks and trails will be named or renamed.

### 3. RESPONSIBILITIES

SSI CRD staff have the responsibility of administering and implementing this policy following CRD Board approval.

### 4. SCOPE

This policy applies to the naming of all CRD community parks and trails on SSI.

### 5. NEW PARKS

Subject to the exceptions listed below, new SSI community parks and trails will be named for their location or significant geographic features with which they are associated.

All park names must contain the words "Community Park."

#### Exceptions

#### A. *Regional Historical or Cultural Significance*

In rare cases, a park or trail may be given a name with regional historical or cultural significance, if, during the land acquisition or planning process, there is evidence of broad support for the proposed name.

#### B. *First Nations Names*

Where a First Nation proposes a name for a new park or trail the name proposed by the First Nation may be used as the name of the park or trail or the park or trail may be co-named with an English name identified in accordance with this policy.

**C. Commemorative or Honourific Names**

Where a person donated the land that comprises a new park or trail or has otherwise made a significant and enduring contribution to the regional park or trail in question, or to the park system generally, other than as part of that person's employment, a new park or trail may be named for that person, or given the name that the person or the person's family (if the person is deceased) suggests for the park or trail.

Other than in a case where a person has donated the land that has become the park or trail, SSI Parks will not consider naming a new park or trail after a person until at least 2 years have passed since the date of the person's death.

Lands that are donated for addition to existing parks or trails will not be given a name that is different from that of the park or trail to which the land is being added.

**6. EXISTING PARKS**

Subject to the exceptions listed below, existing SSI community parks will be not be renamed. Existing community trails will not be renamed.

Exceptions

**A. First Nations Names**

An existing regional park may be renamed or given an indigenous co-name with the existing English name where a First Nation requests that an existing park be renamed or co-named and provides an application in accordance with Section 7 of this policy demonstrating that the location reflects a culturally important place, person, way of life or event.

**B. Regional Historical or Cultural Significance**

A request to rename a SSI Community park will be brought forward to the CRD Board for consideration where a person or a community group:

- i) Provides evidence that the location was known for or was linked to a regional historically or culturally significant event, person or way of life;
- ii) Provides evidence that there is broad-based regional support for the change; and
- iii) Follows the process set out in Section 7 of this Policy.

**C. Alternate Locational or Geographic Name**

A request to rename a SSI community park will be brought forward to the CRD Board for consideration where a person or community group:

- i) Provides evidence that there is a locational or geographical name that is more appropriate for the regional park;
- ii) Provides evidence that there is broad-based regional support for the change; and
- iii) Follows the process set out in Section 7 of this Policy.

**7. PROCEDURE**

The following process will be used to administer a request to change the name of an existing regional park:

- A. The First Nation, person or community group requesting the change must submit a written request to the Manager, SSI Parks & Recreation, requesting the name change.
- B. The request must include:

- i) written documentation in support of the proposed name change that adequately explains why the name change is being requested and why the proposed name is appropriate for the community park;
  - ii) any information required by Section 6 of this Policy;
  - iii) comments on the proposal from the Electoral Area Director in which the community park is located;
  - iv) comments from appropriate representatives of the First Nation(s) whose asserted traditional territory includes the area in which the regional park is located (if comments from the First Nation(s) cannot be obtained, evidence demonstrating what efforts were made to obtain those comments must be provided); and
  - v) for First Nations, a Band Council Resolution in support of the name change.
- C. SSI CRD staff will refer the request to the SSI Parks and Recreation Commission for consideration. As part of the referral, staff will include information on the incremental costs that would be incurred to replace park signs, maps, brochures and other printed and digital information with the new name. SSI CRD staff will evaluate a proposed new name according to the following criteria in making a recommendation to the SSI Parks and Recreation Commission:
- Names should:
- primarily and principally be related to their location or significant geographic features with which they are associated such as mountains, rivers, creeks, coves, flora, fauna within the region
  - have a strong connection to the region
  - have historical, social or cultural relevance to the region
  - engender a positive image
  - avoid similar sounding names in the region
  - generally avoid honourific or personal names except in occasional circumstances
    - SSI Parks will not consider re-naming an existing park after a person until at least 2 years have passed since the date of the person's death.
  - be tested for use in abbreviated format so as to avoid the use of inappropriate abbreviations or acronyms
- D. The person or community group making the request will be informed of the meeting at which the request will be considered and invited to address the Commission as a delegation
- E. The Commission may direct SSI CRD staff to undertake consultation in relation to the request. Staff will report back to the Commission with the results of any such consultation.
- F. If the SSI Parks and Recreation Commission supports the proposed name change, the request will be referred to the Capital Regional District Board for decision.
- G. Following the selection of a new name, SSI CRD staff will notify relevant public bodies, government agencies, emergency responders, internal departments (for updates to databases), Google Maps, and other groups as needed, of this change.

## 8. DEFINITIONS

For the purposes of this policy, *Regional Historical or Cultural Significance* means:

A place that is strongly associated or identified with ways of life, events or people that had an important influence on the history and development of the region.

To be historically or culturally significant, a place should be the location where an event occurred, or contain in situ authentic remains or physical artifacts related to, or characteristic of, the way of

life, the event or the person for which recognition is being proposed, and should lend itself to the interpretation and presentation of related information to the public.

Approval Date:		Approved By:	
1. Amendment Date:		Approved By:	
2. Amendment Date:		Approved By:	
3. Amendment Date:		Approved By:	
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