

## 16

## Local Government



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

### 01 Strategy

#### STRATEGIES & PLANS

##### Juan de Fuca (JdF)

- › [JdF Parks & Recreation Strategic Plan](#)

##### Salt Spring Island (SSI)

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

##### Southern Gulf Islands (SGI)

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

#### CORPORATE PLAN GOALS

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

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

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## 03 Operating Context

### ACHIEVEMENTS IN 2023

#### JdF

1. Approval of the JdF Community Parks and Recreation Strategic Plan.

#### SdI

1. Continuation of SdI Liaison Program to deliver local community coordination of CRD services in SdI Electoral Area (EA).
2. Development and feasibility analysis of a Rural Housing Program, with an initial focus on implementation of the SdI Housing Strategy.
3. Community Issues Assessment of Magic Lake Estates, North Pender Island.
4. Completed engineering design for Schooner Way-School Trail, a recreational trail from Magic Lake Estates to the Elementary School.
5. Mayne Island Regional Trail construction initiated from the Ferry Terminal to Village Bay.
6. Completion of construction of the Anson Road dock on Mayne Island with 720 lineal feet of moorage.
7. Completion of major capital works to upgrade CRD docks at Hope Bay, Swartz Bay, Spanish Hills and Port Washington.
8. Decommissioning of old wells in the Skana Water Service Area on Mayne Island is in progress.
9. Improvements to the dam on Money Lake for the Lyall Harbour Boot Cove Water Service on Saturna Island are progressing.
10. Improvements to the dam on Buck Lake on Pender Island are progressing.
11. Nearing 50% completion of a \$9 million sewer infrastructure upgrade on Pender Island.

#### SdI

1. Completion of SdI's Active Network Transportation Plan.
2. Establishment of SdI Local Community Commission (LCC) to oversee island-wide services.
3. Completion of SdI's Economic Engagement Report.
4. Completion of Burgoyne Bay septage receiving facility alternative waste-stream management options analysis.
5. Completion of designs for Cedar Lane Water treatment of manganese.
6. Completion of Fulford water a/c water main replacement strategy.
7. Replacement of the SdI Rotary Dingy Dock.
8. Acquisition of 75 acres of parkland on Mount Maxwell.
9. Installation of two electric vehicle chargers located at the Rainbow Recreation Centre.
10. Installation of a new dance floor located at the SdI Multi-Space (SIMS).
11. Replacement of the water filtration system located at SIMS.
12. Nearing completion of the Portlock Park Master Plan.

### Public Safety and Emergency Response

13. Acquired new records management system for fire services (First Due). User training underway.
14. Initiated Fire Services Governance review expected completion in September 2023.
15. Community Evacuation Guides completed for all EA's.
16. Developed the CRD Electoral Areas Heat Event Response Plan 2023.
17. Completed Wildfire Exposure Maps for each EA.
18. Completed Wildfire resiliency Plans for each EA.
19. New Open Burning Bylaw in place as of February 2023.
20. 2023 is a record year for CRD FireSmart wildfire prevention activities in the EA's.
21. Roll-out of CRD Emergency Management software to EA Emergency Programs.
22. Successfully applied for numerous grants to support EA Emergency Programs and fire services.

### FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- **Housing:** An extreme shortage of rental and affordable housing is driving urgent need for the CRD to implement a rural housing program for the Electoral Areas.
- **Economic development:** support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Need for continued advocacy and rural designation within the Electoral Areas to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Support for effective and sustainable year-round tourism destination management practices.
- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- Strategic focus on the opportunities outlined in the 2023 SSI Economic Sustainability Engagement Report.
- Support for workforce housing is central to economic sustainability and needs continued CRD support of groups such as the SGI Community Resource Centre and the SGI Tourism Partnership.
- **Transportation:** Support and advance transportation solutions that will enable public transport, inter-island connection, and active transportation infrastructure.
- **Water & Wastewater:** prioritized capital project improvements to water and sewer systems in the electoral areas.
- Governance review to facilitate the transition of the Salt Spring Island Watershed Protection Alliance to the CRD.
- **Governance:** Increased administration and legislative services support for Salt Spring Island's newly elected LCC. It is expected that there will be a significant increase in the activity of the LCC with respect to the additional number of other services included in their oversight.
- **Community Parks:** Some CRD Community Parks are managed by volunteer commissions who deliver parks and recreation services on behalf of CRD. Through this volunteer model, the CRD is able to manage hundreds of community parks, trails, and shore accesses throughout Electoral Areas.

Increases in the complexity of parks' management and corporate governance standards may require more support for volunteer service delivery models to remain sustainable.

- SSI manages community parks, playing fields, trails, beach accesses, docks, boardwalks, bike and skateboard parks in addition to operating the Rainbow Recreation Centre and SIMS.
- **Land planning and building inspection:** changes to the Building Code and building activity cycles related to the economy can all affect the cost and volume of construction projects and, therefore, processing time for applications and permits. As a result, Building Inspection and JdF Community Planning sees annual changes in residential, commercial and industrial construction and subsequent building and development permits being issued.
- JdF Community Planning development application fee revenue exceeded budget expectations by 82% in 2022. Application numbers in 2023 began at a steady rate; however, since May they have decreased in comparison with 2021 and 2022. Application fee revenue at the end of Q2 was on track to meet the 2023 budget projection.
- Building permit revenue for 2021 and 2022 has rebounded from a COVID related drop in 2020. Previous building permit fee adjustments, to more realistically align with increased construction values, has helped to build a stronger budget for 2021 and beyond. Building permit revenue for the first half of 2023 has been equal to that of the first half of 2022.
- Requests for building permit and file information have been increasing steadily since 2018. This trend is expected to continue through 2023 and onwards.
- **Public Safety & Emergency Response:** changes to federal and/or provincial legislation, including changes to public consultation procedures and bylaw enforcement action (e.g., introduction of Cannabis Retail licensing process), have resulted in additional staff time required to process applications and permits. Increased frequency of emergency incidents requiring dedicated staff time, such as wildfire, drought, heat wave, atmospheric rivers, and other operational incidents. Incident frequency impacts the capacity to address work plan and service plan priorities.
- There is an increased public expectation for governmental assistance and timely communications during emergency events, including services outside existing program mandates.
- Pending modernization of the BC's *Emergency Program Act* and regulations will require review of CRD resources and emergency plans required to ensure alignment with new legislation. The changes signaled by the province to date indicates this will exceed current program capacity.
- Shifting regulatory framework for fire services continues to evolve. This would prompt increased staff for operational support and a review of existing fire service delivery models and potential liabilities. This exceeds current capacity within the program.
- There is increased provincial regulatory standards for volunteer fire services that are consistent with career fire departments, compounding challenges in recruiting and retaining volunteers.
- The rigorous requirements of the regulations governing fire services requires a level of records management that is challenging for volunteer fire departments to achieve and maintain in order to comply with requirements. Evolving regulations and increased support needs of volunteer fire services to comply will require a review of Protective Services staff resourcing in 2023 and onwards.
- Increased First Nation capacity in emergency management with increased government-to-government coordination.

## OPERATIONAL STATISTICS

### All Electoral Areas

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

### JdF

- JdF Community Parks oversees **27 community parks** and over **8.6 km of community trails**.
- JdF Community Recreation manages and maintains the **community hall in Port Renfrew** and provides financial assistance to **4 recreation programs** for the benefit of local residents.
- JdF Community Planning receives, reviews and processes applications for variances, development permits, rezoning, subdivision, soil deposit and removal, changes to the agricultural land reserve and radio communication towers. **In 2021 and 2022, 78 and 61 development applications** were received respectively. To date, **31 applications** have been received for **2023**.

### SGI

- The SGI Electoral Area has standing contracts with **community liaisons** on each island who support CRD service delivery, connect the communities with CRD, and support Electoral Area Admin planning for future needs (such as housing, connectivity, transportation).
- The SGI Electoral Area leases & maintains **administrative offices** on each of the main islands: Pender, Mayne, Saturna, and Galiano and liaisons hold office hours to respond to community inquiries.
- The SGI Harbours Service manages and operates **13 public dock facilities** throughout the SGI EA.

### SSI

- The SSI Electoral Area is responsible **water and sewer infrastructure, active transportation** and **parks and recreation** planning, capital project delivery and works, and engineering services.

## 04 Services

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

### SERVICE BUDGET REFERENCES<sup>1</sup>

- › Please see annual budget presentation

## Administration

### 1. SSI ADMINISTRATION

#### Description

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

#### What you can expect from us

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

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<sup>1</sup> Service budget(s) listed may fund other services.

- ▶ Support contribution services and use agreements for ArtSpring, SSI Library, and search and rescue services
- ▶ Manage stormwater quality and provide for a monitoring service

### Staffing Complement

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

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## 2. SGI ADMINISTRATION

### Description

Responsible for the administration and management of service delivery in the SGI Electoral Area, including four SGI Parks and Recreation Services, Community Economic Sustainability Service, the SGI Harbours Service, Grants in Aid and the distribution of Community Works Funds, and various contribution services such as the SGI Library Commission and community health services on each island. Service delivery includes management of a number of volunteer commissions and committees that administer or advise on the implementation of services. The SGI division provides support to the Electoral Area Director and is responsible for high level community planning and connects with local communities through the CRD liaison program.

### What you can expect from us

- ▶ Support SGI Electoral Area Director to advance strategic goals such as development and feasibility analysis of a rural housing program, integrated transportation planning, and relationship building with First Nations
- ▶ Provide community coordination and engagement through Liaison program
- ▶ Support community planning solutions and address service gaps including affordable housing, connectivity, water conservation, climate, transportation
- ▶ Provide information and resources to support community access to CRD service delivery
- ▶ Oversee CRD grant issuance through Community Works Funds and Grants in Aid
- ▶ Access external grant programs to support program and service delivery
- ▶ Implement economic sustainability and build economic diversification through partnerships with the SGI Community Resource Centre and other community groups that deliver grant support and community programs such as the Housing Now home matching program, and the SGI Food & Agriculture Plan
- ▶ Provide communication and advocacy to external agencies to share understanding of the unique governance structure and support the SGI EAs needs being met through inclusion in federal and provincial funding programs
- ▶ Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management as requested by other divisions
- ▶ Develop active and passive transportation initiatives through parks commissions and the planning and business case development of proposals for service establishment
- ▶ Manage and operate 13 public dock facilities throughout the SGI EA

- ▶ Manage local parks commissions to develop and maintain community trails, beach accesses, active and passive parks and community recreation
- ▶ Support contribution services and use agreements for Southern Gulf Island Library services, the Pender Island Health Centre, the Saturna Island Medical Clinic, and the Galiano Island Health Care Centre
- ▶ Support freshwater conservation through rain barrel rebate programs under the stormwater quality service, delivered by community partner Transition Salt Spring

### Staffing Complement

SGI Administration: **1 FTE (Manager) + .8 FTE (via 4 part-time contract liaisons) + 0.10 FTE leadership support**

## Planning

### 3. BUILDING INSPECTION

#### Description

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

#### What you can expect from us

- ▶ Provide information on the building permit process, BC Building Code requirements and approved construction practices
- ▶ Provide building permit and file information and respond to Freedom of Information requests
- ▶ Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances
- ▶ Provide between 6,000 and 8,000 building inspection services per year
- ▶ Review all building permit applications for compliance with all applicable regulations
- ▶ Manage property files and enforcement, as needed

#### Staffing Complement

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

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### 4. JDF COMMUNITY PLANNING

#### Description

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



### What you can expect from us

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

### Staffing Complement

Division: **3.7 FTE (including 1 Manager)**

## Community Parks & Recreation

### 5. JdF COMMUNITY PARKS & RECREATION

#### Description

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

#### What you can expect from us

Inspection, maintenance and repair of:

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

Administration of:

- ▶ Four stewardship partnerships and 65 volunteers
- ▶ Four recreation program contracts and events
- ▶ Port Renfrew Community Centre
- ▶ JdF Parks and Recreation Advisory Commission
- ▶ JdF Recreation Programs
- ▶ Port Renfrew Community Centre

## Staffing Complement

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

### 6. SSI COMMUNITY PARKS & RECREATION

#### Description

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

#### What you can expect from us

Inspection, maintenance and repair of:

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

Administration of:

- ▶ Rainbow Recreation Centre
- ▶ Salt Spring Island Multi Space
- ▶ Over 30 recreation program contracts
- ▶ SSI Recreation Programs and special events
- ▶ Licensed preschool and daycare facilities
- ▶ Volunteers

#### Staffing Complement

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

### 6. SGI COMMUNITY PARKS & RECREATION

#### Description

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

themselves. Commissions report to the CRD Board through the CRD Director who sits on the Commission, as well in most cases, through the Electoral Areas Committee.

## Safety & Emergency Management

### STAFFING COMPLEMENT

Protective Services Division: **1 FTE + leadership support**

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### 6. ELECTORAL AREAS EMERGENCY COORDINATION

#### Description

Oversight and administration of the Electoral Areas Emergency Programs.

#### What you can expect from us

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

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

#### Description

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

#### What you can expect from us

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

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### 8. ELECTORAL AREAS FIRE SERVICES

#### Description

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

#### What you can expect from us

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

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### 9. BYLAW SERVICES AND ANIMAL CARE SERVICES

#### Description

Operational management of bylaw enforcement and animal control.

### What you can expect from us

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

### Staffing Complement

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

## Drinking Water

### 10. WATER SYSTEMS OPERATIONS & MAINTENANCE

#### Description

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

#### What you can expect from us

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

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

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

#### Staffing Complement

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

## Wastewater

### 11. WASTEWATER SYSTEMS OPERATIONS & MAINTENANCE

#### Description

Wastewater treatment collection and transmission system operation and monitoring for the small wastewater systems in the Electoral Areas. System and facility maintenance, consumables management and preventative maintenance.

#### What you can expect from us

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

#### Staffing Complement

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

## 05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs), including financial and staffing impacts, proposed for 2024. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)	Impacts in 2024	
16a-1 Explore options for an electoral area specific Climate Action service	Planned for 2026	-	-
16a-2 Explore opportunities to extend environmental protection programs and tools to the electoral areas	Ongoing	-	-
16a-3 Develop a joint approach for water conservation education and resource management in the electoral areas	Ongoing	-	-
16a-4 Evaluate Juan de Fuca's rural water resources for development	2024	\$100K CWF grant	
16b-1 Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed	Ongoing	-	-
▶ <b>NEW IBC</b> 16b-1.1 SSI Parks & Recreation SSI Multi-Space Staffing	2024-ongoing	<del>\$43K</del> 38K <sup>2</sup> Requisition	0.6 New Ongoing <sup>2</sup> <del>1.1 New Ongoing</del>
16b-2 Develop and/or update community parks management plans, as needed	Ongoing	-	-
16b-3 Explore future potential uses for Salt Spring Island's fire hall site, with input from the local community	Planned for 2026	-	-

<sup>2</sup> Per CRD Board direction on October 25, 2023



Initiative	Implementation year(s)	Impacts in 2024	
16b-4 Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible	2023	-	-
16b-5 Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan	2023-ongoing	-	-
16c-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support the treatment, storage and distribution of water, as needed by the community	Ongoing	-	-
16d-1 Advance the goals of the Community Economic Sustainability Commissions for Salt Spring Island and Southern Gulf Islands through planning and implementation activities  ▶ <b>INTER-RELATED</b> see 5a-2.1 <i>Housing Opportunity Innovation and Outcomes Analysis in Housing &amp; Health Community Need Summary</i>	Ongoing  2024-ongoing	-	-  See Housing & Health Community need for impacts
16e-3 Continue to review committees and commissions to find efficiencies and improve consistency	Ongoing	-	-
16e-4 Implement the Local Community Commission on Salt Spring Island to oversee island-wide services  ▶ <b>INTER-RELATED</b> see 12b-4.1 <i>Meeting Management Improvements in Open Government Community Need Summary</i>	2023-2024  2023-2025	-  \$40K requisition	-  -
16f-1 Implement the B.C. Energy Step Code requirements, as mandated by the provincial government	2023	-	-
16f-2 Digitize historical building permits, property files and other building records  ▶ <b>NEW IBC</b> 16f-2.1 Digitizing Building Permits and Historical Records	2024  2024	-  \$75K Reserve	-  -



Initiative	Implementation year(s)	Impacts in 2024	
16f-3 Continue to review Official Community Plans in Juan de Fuca Electoral Area	Ongoing	-	-
16f-4 Establish mechanisms for First Nations to engage in land use planning in the Juan de Fuca Electoral Area	2023-2024	-	-
16g-1 Continue to implement wildfire resiliency activities	Ongoing	-	-
16g-2 Enhance public notification processes for emergencies	2024	-	-
16g-3 Review and modernize fire and emergency management programs	2024-2025	-	-
▶ <b>INTER-RELATED</b> see <i>9a-2.2 Fire Services Coordination &amp; Support in Safety &amp; Emergency Management Community Need Summary</i>	2024-ongoing	\$251K requisition, transfers	1.5 New Ongoing
16h-1 Develop and implement an Active Transportation Plan for the Ganges Village	2024	-	-
16h-2 Advocate for transit service improvements, including seamless connections with ferry services	Ongoing	-	-
16h-3 Support rural transportation opportunities	2024-2026	-	-
16h-4 Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering	Ongoing	-	-



Initiative	Implementation year(s)	Impacts in 2024	
16i-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community	Ongoing	-	-
16i-2 Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities	2023	-	-
▶ <b>INTER-RELATED</b> see 15a-1 SSI Local Community Commission in 2023 Electoral Areas Community Need Summary	Implementation deferred to 2024*	See 2023 Electoral Areas Community Need Summary for impacts	

\* Subject to approval



## 06 Performance

### GOALS 16A-16I

#### Targets & Benchmarks

- N/A

#### Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Building permits in all three electoral areas	Quantity	849	750	750	↗
2	Development application levels in the JdF Electoral Area	Quantity	61	75 <sup>2</sup>	50	↗
3	Application of BC Energy Step Code for new construction	Quantity	-	45	N/A	↗
4	Electoral Area Fire Departments meeting new structural fire fighter training standards (comes into effect March 2024)	Quality	N/A	N/A	6	↗
5	Meeting Management Improvements	Quantity	0	22	22	→
6	Broadband connectivity – attracting Internet Service Provider (ISP) investment to SGI	Quality	Future metric			↗

<sup>1</sup> Total number of permits issued annually; data from CRD Tempest application database

<sup>2</sup> Total number of development applications received annually; data from CRD Tempest application database

<sup>3</sup> Number of building permits affected by Energy Step Code provisions; estimates only

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

<sup>5</sup> Number of SSI Local Community Commission meetings; data from SSI Administration division

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

#### Discussion

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

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

**Metric 3:** This an indicator of permits affected therefore a target is not appropriate. Energy Step Code provisions have been made mandatory in the BC Building Code as of May 1, 2023. Step Code requirements are primarily applicable to new residential construction and limited amounts of new commercial projects. Numbers are estimates only. Optional Building Code restrictions on greenhouse gas emissions from new buildings will become mandatory in the electoral areas in 2024.

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

**Metric 5:** This is highlighted as a future metric; improvements for the functionality in meeting management software and broadcasting of LCC meetings to improve electronic meeting participation and engagement.

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

## 07 Business Model

### PARTICIPANTS

**Building Inspection Service:** All Electoral Areas

**Environmental Resource Management:** Port Renfrew

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

**JdF Community Parks:** JdF Electoral Area communities

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

**JdF Community Planning:** JdF Electoral Area communities

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

**SSI Administration:** SSI Electoral Area

**SGI Initiatives:** SGI Electoral Area

### FUNDING SOURCES

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

### GOVERNANCE

[Electoral Areas Committee](#)

[SSI Local Community Commission](#)

[JdF Land Use Committee](#)

[Emergency Management Committee](#)

[Planning and Protective Services Committee](#)

[Traffic Safety Commission](#)

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

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