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Local Government



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

01 Strategy

STRATEGIES & PLANS

Juan de Fuca (JdF)

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

Southern Gulf Islands (SGI)

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

Salt Spring Island (SSI)

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

CORPORATE PLAN GOALS

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

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03 Operating Context

ACHIEVEMENTS IN 2025

JdF

1. JdF EA Active Transportation Network Plan, 2025, accepted by the JdF Parks & Recreation Advisory Commission
2. New Manager, JdF Parks & Recreation hired.
3. Weiland Trail boardwalk construction underway.
4. Fishboat Bay Park parking lot, viewing platform and staircase improvements underway.
5. Playground replacement at The Park in Port Renfrew underway.
6. Update of Port Renfrew Official Community Plan (OCP) underway.
7. JdF OCP Consolidation and Willis Point OCP/Local Area Plan (LAP) Update initiated by the JdF Land Use Committee.
8. JdF Soil Deposit and Removal Bylaw update underway.

SGI

1. Rural Housing Pilot Program Launched with Regional Housing.
2. Connected Coast Contribution Agreement signed for last mile high speed internet on Saturna and Galiano Islands.
3. Master Plan update for Mayne Island Parks and Recreation Service underway.
4. Master Plan update for Galiano Island Parks and Recreation Service underway.
5. Development of Pender Island School Trail on Schooner Way Trail underway.
6. New pump track for recreation on Pender Island opened.
7. Thuthiqut Hulelum' 20 unit affordable housing project advanced on Galiano Island.
8. Successful Ready Step Roll Program initiated for Galiano and Mayne Islands.
9. 228 336 litres of Rainwater storage enabled through rebate program partnership.
10. Montague parking lot expanded on Galiano Island.

SSI

1. Assumed the operation and management of the former Phoenix Elementary School as a community building.
2. Completion of the Portlock Park Master Plan.
3. Completion of the Portlock Park tennis court #3 resurfacing project.
4. Completion of the Brinkworthy Pathway Project.
5. Completion of major repairs including replacing the float at Fernwood Dock.
6. Completion of accessibility assessment for Rainbow Recreation Centre and SSI Multi Space (SIMS).
7. Completion of Beddis Water Service intake screen and piping improvements.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2026 AND BEYOND

- **Housing:** An extreme shortage of rental and affordable housing is driving urgent need for the CRD to implement the rural housing program for the Electoral Areas.
- **Economic development:** support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Need for continued advocacy and rural designation within the Electoral Areas to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Support for effective and sustainable year-round tourism destination management practices.
- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- Strategic focus on the opportunities outlined in the 2023 SSI Economic Sustainability Engagement Report.
- Support for workforce housing is central to economic sustainability and needs continued CRD support of groups such as the SGI Community Resource Centre and the SGI Tourism Partnership.
- **Transportation:** Support and advance transportation solutions that will enable public transport, inter-island connection, and active transportation infrastructure.
- **Water & Wastewater:** prioritized capital project improvements to water and sewer systems in the electoral areas.
- **Governance:** Increased administration and legislative services support for the SSI Local Community Commission (LCC). As expected, there has been a significant increase in the activity of the LCC with respect to the additional number of other services included in their oversight.
- The Board-directed Electoral Area Services department was established in July 2025, consolidating most services provided to residents in the JdF, SSI and SGI Electoral Areas under a new General Manager. This is the first step in a journey of changes and improvements to service delivery for the Electoral Areas.
- **Community Parks:** In order to meet growing service delivery expectations and objectives, complete identified capital projects, and develop a park inventory and asset management database for the JdF Community Parks system, additional auxiliary funding (0.4 FTE) has been allocated to the Parks Manager position for 2026. Conversion to permanent status is proposed for 2027.
- 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 additional administrative 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 see annual changes in residential, commercial and industrial construction starts and subsequent building permits and development approvals being issued.
- JdF Community Planning development application fee revenue remained steady between 2023 and 2024. Application fee revenue at the end of Q2 in 2025 was on track to meet the budget projection.
- Over last four year. revenues for Building Inspections have been fairly consistent (ranging from \$1.97M to \$2.14M) but are largely dependent upon the economy, specifically construction activity. For 2025 and 2026, construction activity is anticipated to gradually slow down but so far permit revenues are on track to be on par with previous years (with about 60% of projected revenue collected as of August 2025).
- Over the last four years, expenditures have also been fairly consistent (ranging from \$1.97M to \$2.14M using an operating reserve fund to balance expenditures with revenues) but the general trend is an increase in expenditures. In 2025, staff anticipate a continued trend of increased expenditures that are projected to be \$2.4M.
- **Public Safety & Emergency Response**
- **Fire Services:** Electoral area fire services are endeavoring to adapt to increased provincial regulatory standards for volunteer fire services that are consistent with career fire departments, resulting in additional administration staff time required to achieve and maintain compliance.
- Residents in the community of Gold Stream Heights are seeking inclusion into the Malahat Local Fire Service Area with a potential addition of up to 100 properties.
- **Bylaw:** 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.
- **Emergency Programs:** 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.
- The new BC *Emergency and Disaster Management Act* and pending regulations will require review of CRD resources and emergency plans that will be required to ensure alignment with new legislation.
- Increased First Nation capacity in emergency management with increased government-to-government coordination.
- Increased responsibility for Electoral Areas Emergency Program volunteers and aging volunteer base, jeopardizing emergency program continuity and effectiveness.

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 **36 community parks**, including **17.6 km of community trails**, **2 playgrounds**, **2 baseball fields**, **2 multi-use sport courts**, **9 public water accesses**, **2 fishing docks**, and **2 boat launches**.
- JdF Community Recreation manages and maintains the **Port Renfrew Community Centre** and provides financial assistance to **4 recreation programs** for the benefit of local residents.
- JdF Community Planning provides **current and long-range planning services** to residents and landowners in the Juan de Fuca including:
 - Review and response to development inquiries.
 - Review and processing of applications for variances, development permits, rezoning, subdivision, soil deposit and removal, changes to the agricultural land reserve and radio communication towers.
 - Review and update of official community plans and zoning bylaws
- In 2023 and 2024, 40 and 47 development applications were received respectively. As of July 31, 33 applications have been received for 2025.

SGI

- The SGI Electoral Area has standing contracts with **community liaisons** on each island who support CRD service delivery, connect the communities with CRD, and support Electoral Area Admin planning for future needs (such as housing, connectivity, transportation).
- There are **4 Community Parks and Recreation Services**, one for each island. They each manage several community parks, trails, and recreation facilities.
- The SGI Electoral Area leases & maintains **administrative offices** on each of the main islands: Pender, Mayne, Saturna, and Galiano and liaisons hold office hours to respond to community inquiries.
- The SGI Harbours Service manages and operates **13 public dock facilities** throughout the SGI Electoral Area.

SSI

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

04 Services

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

SERVICE BUDGET REFERENCES¹

- › Please see annual budget presentation

Administration

1. SSI ADMINISTRATION

Description

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

What you can expect from us

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

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

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

Staffing Complement

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

2. SGI ADMINISTRATION

Description

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

What you can expect from us

- ▶ Support SGI Electoral Area Director to advance strategic goals such as development and feasibility analysis of a rural housing program, integrated transportation planning, and relationship building with First Nations
- ▶ Provide community coordination and engagement through Liaison program
- ▶ Support community planning solutions and address service gaps including affordable housing, connectivity, water conservation, climate, transportation
- ▶ Support Regional Housing with co-management of the pilot Rural Housing Program for the SSI and SGI EA.
- ▶ 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 (Senior Manager) + 0.8 FTE (via 4 part-time contract liaisons)**

3. JdF ADMINISTRATION

Description

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

What you can expect from us

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

Staffing Complement

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

Building Inspection

1. BUILDING INSPECTION

Description

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

What you can expect from us

- ▶ Provide information on the building permit process, BC Building Code requirements and approved construction practices
- ▶ Provide consistency in standards and approach with regard to the CRD Building Bylaw throughout the Electoral Areas
- ▶ Provide short permit review times and for inspection requests
- ▶ Provide building permit and file information and respond to Freedom of Information requests
- ▶ Process between 700 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances.
- ▶ Provide between 6,000 and 8,000 building inspection services per year
- ▶ Review all building permit applications for compliance with all applicable regulations
- ▶ Manage property files and enforcement, as needed

Staffing Complement

Building Inspection: **11.6 FTE (including 1 Manager and Administrative Support)**

Planning

1. JdF COMMUNITY PLANNING

Description

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

What you can expect from us

- ▶ Review, evaluate and process approx. 50-80 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications
- ▶ Review all building permit applications in the JdF EA 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) + 0.5 FTE Aux**

Community Parks & Recreation

5. JdF COMMUNITY PARKS & RECREATION

Description

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

What you can expect from us

- ▶ Inspection, maintenance and repair of:
 - 36 park facilities including:
 - 17.6 km of trail
 - 9 public water accesses
 - 2 baseball fields
 - 2 playgrounds
 - 2 multi-use sport courts
 - 2 fishing docks
 - 2 boat launches
- ▶ Administration of:
 - Four stewardship partnerships and 65 volunteers
 - Four recreation program contracts and events
 - Port Renfrew Community Centre
 - JdF Parks and Recreation Advisory Commission
 - JdF Recreation Programs

- ▶ Development of:
 - Active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety)
 - New trail alignments and trailhead amenities
 - Park management plans
 - Park inventory and asset management systems

Staffing Complement

JdF Administration: **0.6 FTE (+0.4 FTE Aux) Manager + 1.0 FTE Auxiliary (2 x 0.5 FTE Park Workers)**

6. SSI COMMUNITY PARKS & RECREATION

Description

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

What you can expect from us

Inspection, maintenance and repair of:

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

Administration of:

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

Staffing Complement

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

6. SGI COMMUNITY PARKS & RECREATION

Description

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

Safety & Emergency Management

STAFFING COMPLEMENT

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

6. ELECTORAL AREAS EMERGENCY COORDINATION

Description

Oversight and administration of the Electoral Areas Emergency Programs.

What you can expect from us

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

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

Description

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

What you can expect from us

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

8. ELECTORAL AREAS FIRE SERVICES

Description

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

What you can expect from us

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

9. BYLAW SERVICES AND ANIMAL CARE SERVICES

Description

Operational management of bylaw enforcement and animal control.

What you can expect from us

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

Staffing Complement

Protective Services Division: **11.0 FTE + 1 Manager + Administrative Support**

Drinking Water

10. WATER SYSTEMS OPERATIONS & MAINTENANCE

Description

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

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

What you can expect from us

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

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

► Engineering Services

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

Staffing Complement

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

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

Wastewater

11. WASTEWATER SYSTEMS OPERATIONS & MAINTENANCE

Description

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

What you can expect from us

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

Staffing Complement

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

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

05 Initiatives

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

Initiative	Implementation year(s)
16a Goal: Climate Action & Environment	
16a-1 Explore options for an electoral area specific Climate Action service	2026
16a-2 Explore opportunities to extend environmental protection programs and tools to the electoral areas	Ongoing
16a-3 Develop a joint approach for water conservation education and resource management in the electoral areas	Ongoing
16a-4 Evaluate Juan de Fuca's rural water resources for development	2024
16b Goal: Community Parks & Recreation	
16b-1 Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed	Ongoing
▶ IBC 16b-1.1 SSI Parks & Recreation SSI Multi-Space Staffing	2024-ongoing
▶ IBC 16b-1.2 SSI Parks & Recreation Staffing	2025-ongoing
▶ FUTURE IBC 16b-1.5 SSI Administration & Recreation Staffing	Planned for 2027
16b-2 Develop and/or update community parks management plans, as needed	Ongoing
16b-3 Explore future potential uses for Salt Spring Island's fire hall site, with input from the local community	2026
16b-4 Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible	Ongoing
16b-5 Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan	2023-ongoing
▶ FUTURE IBC 16b-5.1 JdF Community Parks & Recreation Manager	Planned for 2027

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

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

*Not captured in the 2023-2026 Corporate Plan

06 Performance

GOALS 16A-16I

Targets & Benchmarks

- N/A

Measuring Progress

Ref	Performance Measure(s)	Type	2024 Actual	2025 Forecast	2026 Target	Desired trend
1	Building permits in all three electoral areas	Quantity	700	750	850	↗
2	Development application levels in the JdF Electoral Area	Quantity	50	50	50	→
3	Application of BC Energy Step Code for new construction	Quantity	168	110*	-	→
	Application of Greenhouse Gas Emission requirements for new construction	Quantity	142	127*	-	→
4	Electoral Area Fire Departments meeting new structural fire fighter training standards (comes into effect March 2024)	Quality	6	7	7	↗
5	Meeting Management Improvements	Quantity	22	24	24	→
6	Broadband connectivity – attracting Internet Service Provider (ISP) investment to SGI	Quality	Future metric			↗

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

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

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

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

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

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

* Results as of August 2025

Discussion

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

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

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

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

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

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

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

Metric 5: 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](#) including:

- ▶ **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)