

### Electoral Area

#### Strategy

##### Overview

There are three Electoral Areas (EA) in the capital region: Juan de Fuca (JdF), Salt Spring Island (SSI) and the Southern Gulf Islands (SGI). An EA Director is elected every four years by the local communities to represent the area on the CRD Board. In each EA, the CRD provides some of the services of a municipal government, including water, sewage, fire protection, recreation and parks. Community planning and land use regulation services are provided in the JdF EA. In the SSI EA and the SGI EA, the Islands Trust local trust committees have land use planning authority.

Since its inception, the CRD has established many different commissions to assist with service delivery. At present, there are over 60 commissions that assist with a wide range of services, from fire protection to theatre management. Each CRD commission has a unique purpose and there is wide diversity in operational practice that stems from the role of the commission, its governance structure, its relationship to CRD staff and the service that it helps administer.

##### Strategic Context

###### Strategies

- [SSI Parks Strategic Plan](#): provide access to quality, safe, diverse, year-round, and inclusive parks, recreation and sport facilities, trails and water access, and deliver recreational programs that enhance quality of life, promote healthy lifestyles, strengthen the sense of community, and connect all residents and visitors with nature, while following environmental best practices.
- Broaden shoulder season tourism, agriculture, food, housing, economic diversity, business efficiency, improve island business core, and build economic support through coordination, communication, and advocacy.
- Establish a Gulf Islands Shared Business Services entity to act as a “single window” point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; act as a “broker” to help obtain favourable rates for services.
- Optimize allocation of resources, support long term financial plans to fund infrastructure renewal/replacement as required to ensure water and sewer systems meet acceptable levels of service, regulatory requirements, and recommendations from asset management plans.

# Community Need



## 2021 Summary

### Trends, Risks and Issues

- Support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Advocate for rural designation within the EAs to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Help local businesses grow and thrive through economic challenges, including Covid-19, by developing entrepreneurial opportunities and establishing shared service offerings to diversify marketing and sales resources, shared labour force pool, coordinated island supply and delivery chain management, distribution and export hub for island products, access to professional services, IT and administrative services, and business skills training.
- Protect and sustain rural island culture through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- Address local transportation needs by optimizing integrated transportation opportunities through coordination with BC Ferries and local entities and consideration of service establishment in the SGI EA.
- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- From a land planning and building inspection point of view, changes to the Building Code, seasonal and weather patterns 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.
- Annual changes (increase/decrease) in residential, commercial and industrial construction and the number of building permits and development permits being issued (e.g. as a result of changes in market demand for new parcels of land and changes in land use); existing staffing capacity is redirected to longer-term project work, such as OCP and land use bylaw review, during periods of lower development activity.
- 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.
- Prioritized capital project improvements to water and sewer systems in the EAs.

### Services

Core Services Levels	
Service	Levels
<b>SSI Administration</b> Responsible for the administration and management of the SSI 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 EA Director through these various service Commissions and Committees.	<ul style="list-style-type: none"> <li>• 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</li> <li>• Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste</li> <li>• Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety)</li> <li>• Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Island's Trust, BC Ferries, BC Transit)</li> <li>• Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters</li> <li>• Manage and operate dock facility</li> <li>• Develop and maintain community trails, beach accesses, active and passive parks, community recreation, aquatic centre, child care centre, and SSI Saturday Market</li> <li>• Facility maintenance of the SSI Library</li> <li>• Support contribution services and use agreements for ArtSpring and SSI Library services</li> <li>• Manage stormwater quality and provide for a monitoring service</li> </ul>

# Community Need



## 2021 Summary

Core Services Levels	
Service	Levels
<b>SGI Administration</b> Responsible for the administration and management of service delivery in the SGI in the areas of Community Parks and Recreation, Commission support, the receipt and award of grant funding, and by assisting with the economic development initiatives of the SGI Community Economic Sustainability Commission. The SGI Division also provides community planning, organizing and coordination to support the goals of the EA Director.	<ul style="list-style-type: none"> <li>• Support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI</li> <li>• Provide project management, and make recommendations for strategies that support service delivery in the region, including broadband connectivity, transportation, and affordable housing</li> <li>• Administer the delivery of parks and recreation services by the Galiano Island Parks and Recreation Commission, the Pender Island Parks and Recreation Commission, the Mayne Island Parks and Recreation Commission, and the Saturna Island Parks and Recreation Commission</li> <li>• Manage the CRD liaisons who coordinate and support CRD programs on each island</li> </ul>
Planning & Development	
<b>Building Inspections</b> Oversees the construction, alteration, repair or demolition of buildings and structures in the EAs by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.	<ul style="list-style-type: none"> <li>• Provide information on the building permit process, BC Building Code requirements and approved construction practices</li> <li>• Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances</li> <li>• Provide between 6,000 and 8,000 building inspection services per year</li> <li>• Review all building permit applications for compliance with all applicable regulations</li> <li>• Manage property files and enforcement, as needed</li> </ul>
<b>Juan de Fuca (JdF) Community Planning</b> 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	<ul style="list-style-type: none"> <li>• Review, evaluate and process approx. 50-60 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</li> <li>• Review all building permit applications for compliance with land use regulations</li> </ul>

# Community Need



## 2021 Summary

Core Services Levels	
Service	Levels
the environment, sustainable communities and resource management.	<ul style="list-style-type: none"> <li>• Provide land use information in response to inquiries from the public, developers, realtors, and consultants</li> <li>• Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation</li> <li>• Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection</li> <li>• Provide administrative and technical support to the JdF Land Use Committee and advisory commissions</li> </ul>
Protective Services	
<b>Fire Dispatch</b> Operational management of fire dispatch.	<ul style="list-style-type: none"> <li>• Operational management of fire dispatch for the three EAs</li> </ul>
<b>EA Emergency Coordination</b> Oversight and administration of the EA Emergency Programs.	<ul style="list-style-type: none"> <li>• Oversee and coordinate emergency planning and response by the EA Emergency Programs</li> </ul>
<b>EA Emergency Program and Search and Rescue (SAR)</b> Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.	<ul style="list-style-type: none"> <li>• Program oversight for the Juan de Fuca SAR service</li> <li>• Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs</li> </ul>
<b>EA Fire Services</b>	<ul style="list-style-type: none"> <li>• Oversight and support of and to Fire and Rescue Commissions and services</li> </ul>
<b>Bylaw Services and Animal Care Services</b> Operational management of bylaw enforcement and animal control.	<ul style="list-style-type: none"> <li>• Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests</li> </ul>

# Community Need



## 2021 Summary

Core Services Levels	
Service	Levels
<b>Parks &amp; Environmental Resource Management</b>	
<b>JdF Community Parks &amp; Recreation</b> The JdF EA Parks & Recreation Division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.	Inspection, maintenance and repair of: <ul style="list-style-type: none"> <li>• 8.1km of trails</li> <li>• 23 park facilities</li> <li>• Two baseball fields and two tennis courts</li> <li>• Two playgrounds</li> </ul> Administration of: <ul style="list-style-type: none"> <li>• 4 stewardship programs and 65 volunteers</li> <li>• 6 recreation program contracts and events</li> <li>• Operating costs of Port Renfrew Community Centre through revenue</li> </ul>
<b>Water</b>	
<b>Water Systems Operations &amp; Maintenance</b> Wholesale water and wastewater services to the small systems in the JdF Water Distribution and electoral areas.	The following key service areas support the small water systems in the electoral areas <ul style="list-style-type: none"> <li>• Water systems operations and maintenance</li> <li>• Emergency response/system failure</li> <li>• Infrastructure Planning</li> <li>• Capital Project Delivery &amp; Works</li> <li>• Engineering Services</li> </ul> For more detail, please refer to the Water Community Need Summary
<b>Support Services</b>	
<b>Support Services</b> The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	<ul style="list-style-type: none"> <li>• Services include Human Resources &amp; Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology &amp; GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk &amp; Insurance and Real Estate Services</li> </ul>

# Community Need



## 2021 Summary

### Initiatives

Initiatives approved in prior years which have now been delivered or absorbed in Core Services:

#### Arts & Culture

- 12c-2 – SSI Art Spring/SSI Art Council Operating & Maintenance Recreation

#### Accountability

- 15a-1 – EA Strategy & Operations
- 15c-2 – CRD Liaisons\*

#### Economic Development

- 4b-1 – Grants Dashboards for EAs
- 4b-2 – Economic Development Plans through Commissions SGI Administration

#### Parks & Environmental Resource Management

- 6c-1.1 – EA Community Parks – JdF Planning
- 6c-1.3 – EA Community Parks – SSI Administration

#### Planning & Development

- 11b-2 – Fallow Deer on SGI
- 11c-1 – Building Inspection on EAs
- 11d-1 – New Development Application Review JdF Planning

#### Protective Services

- 7a-10 – Jordan River Dam Breach Siren\*
- 7a-12 – SSI Community Safety\*
- 7c-1 – FireSmart Program for EAs

#### Recreation

- 13a-1.4 – Recreational Programming & Rates SGI Administration
- 13a-1.5 – Recreational Programming & Rates SSI Administration

#### Transportation

- 2e-1 – SSI Transit Services
- 2e-2 – SSI Cycling & Pedestrian Infrastructure
- 2e-3 – SGI Public Transportation

#### Water

- 10d-4 SSI Watershed Protection

\*New – Initiatives not in the 2019-2022 Corporate Plan

### Business Model

#### Funding

##### Who contributes

- Building Inspection Service: All EAs
- JdF Community Planning Service: JdF EA
- SSI Administration Services: SSI EA
- SGI Administration Services: SGI EA
- Other Services, including Support Services: varies by service

##### Funding Sources

- Requisitions, grants and fee-for-service (e.g. retail water rate)

#### Reporting Structure

##### Electoral Area Committee

Various Local Service Areas Commissions incl.:

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

- Emergency Management Committee
- Planning, Transportation and Protective Services Committee
- Traffic Safety Commission



# Community Need



## 2021 Summary

Performance			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
<b>Metric 1: EA Fire departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services</b> Total number of fire departments that meet the guidelines; data from fire departments and audit reports	N/A	9	9
<b>Metric 2: Building permits in all three EAs</b> Total number of permits issued annually; data from CRD Tempest application database	866	800	880*
<b>Metric 3: Development application levels in the JdF EA</b> Total number of development applications received annually; data from CRD Tempest application database	58	50	55*
<b><i>Future Metric 4: Island businesses participating in Shared Business Services</i></b> Number of island businesses registered with Shared Business Services; data from SSI Administration Division	N/A	N/A	N/A
<b><i>Future Metric 5: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community</i></b> Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI Administration Division	N/A	N/A	N/A
Discussion			
<ul style="list-style-type: none"> <li>• <b>Metric 1:</b> All fire services in BC are required to meet the standards for their declared service levels as established by the OFC Playbook and WSBC.</li> <li>• <b>Metric 2:</b> *This is an indicator of construction level therefore a target is not appropriate. Estimated volume has been provided instead. This volume of permits results in 6,000 to 8,000 inspections per year.</li> <li>• <b>Metric 3:</b> *This is an indicator of development activity therefore a target is not appropriate. Estimated volume has been provided instead.</li> <li>• <b>Metric 4:</b> This is highlighted as a future metric; the CRD's intention is to report on this starting October 2021. This metric highlights the success of the Shared Business Services strategy for the gulf islands measured as the total number of participants in the project. A pilot project will be run in 2020 to validate the proposed service offering and refine before scaling up and making this service available to all businesses in the gulf islands. This initiative will be contracted out.</li> </ul>			

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- **Metric 5:** This is highlighted as a future metric; the CRD's intention is to report on this from October 2021. 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.