

Community Need



2022 Summary

Electoral Areas

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.
- Economic strategic development:
 - Strengthen sustainable economic development in the SGI and SSI electoral areas: Support business recovery, broaden shoulder season tourism, transportation, food security and agriculture, housing, demographic and economic diversity, business efficiency, improve island business cores, and build economic support through coordination, communication, and advocacy.
 - Establish Shared Business Services entity as a single point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; negotiate 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.

Trends, risks and issues

- **Recreation:** programs and services have been impacted by COVID-19 restrictions. Program cancellations, reduced admissions and market restrictions have affected service budgets. However, the easing of restrictions in 2021 means staff are working towards expanding service offering and programs for registered and drop-in activities, facility and park use bookings.

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- **Economic development:** following years of advocacy, the three CRD EAs are now eligible for Island Coastal Economic Trust (ICET) funding. ICET is an independent regional development corporation designed to stimulate economic growth and job creation in rural communities.
- **Local businesses:** support the community 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.
- **Rural island culture:** protect and sustain through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- **Transportation:** work towards addressing local needs by optimizing integrated transportation opportunities by coordinating with BC ferries and others, and advance service establishment in the SGI EA.
- **High-speed internet:** stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- **Water & wastewater:** prioritized capital project improvements to water and sewer systems in the EAs.

Services

Core Services Levels	
Service	Levels
SGI Administration	
SGI Community Parks & Recreation New park development, maintenance, planning, and archaeology for Saturna Island, Pender Island, Galiano Island and Mayne Island.	<ul style="list-style-type: none"> • Commissions have administrative powers and deliver parks service and recreation programming through an incredible volunteer effort. Staff oversee contract management, procurement and fiscal accountability, and regulatory compliance. • Programme of work for 2021 focused in particular on implementation of the CRD Archaeological Policy and relationship building with W̱SÁNEĆ Leadership Council.
SGI Economic Sustainability Preserving and strengthening existing business, attracting new business and coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI.	<ul style="list-style-type: none"> • Staff 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. • Programme of work for 2021 included continuing the development and implementation of the Broadband Connectivity Project, initiating service feasibility planning for an integrated transportation service, drafting an SGI Community Affordable Housing Strategy, and supporting the Economic Coordination for COVID-19 recovery and response. ➔ Service level adjusted, see IBCs 2e-3 SGI Transportation Service Establishment and 4a-1 SGI – Connect Internet Service Establishment • The Commission has initiated a food and agriculture study,

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	resourced by a combination of grants and in-kind resources.
General Government Legislative and general government administration, including Management of internal and external grants-in-aid for SGI.	<ul style="list-style-type: none"> • The SGI EA Director supports the disbursement of grant funding to SGI community groups every year. Staff administer the program and ensure the money is distributed equitably to each island. • Community Works Funds in the amount of \$202,564 were distributed to support SGI infrastructure projects. • There has also been \$79,167 in Grants in Aid and \$37,000 in COVID-19 Safe Restart grants disbursed to the community.
Accountability Community engagement, inter-agency and regional coordination, political support.	<ul style="list-style-type: none"> • SGI Liaison program – local team of islanders to support the SGI work program and facilitate community engagement with the CRD more generally.
Other SGI-wide and local services	<ul style="list-style-type: none"> • Libraries • Harbours & Docks (11 docks and harbours) • Hospital District (construction of health facility and debt service of capital project and equipment) • Local utilities (small water and sewer utilities including: systems operations and maintenance, emergency response/system failure, infrastructure planning, capital project delivery & works, engineering services; for more detail refer to the Water Community Need Summary)
SSI Administration	
SSI Administration Responsible for the administration and management of the SSI Commissions and services.	<ul style="list-style-type: none"> • Planning, organizing, and delivering services for SSI and support to the EA Director through various service Commissions and Committees. • 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.

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<p>SSI Parks & Recreation Acquire, develop, operate and maintain community parks, and to provide recreational programs within the EA.</p>	<ul style="list-style-type: none"> • Develop and maintain community trails, beach accesses, active and passive parks, community recreation, aquatic centre, child care centre, and Salt Spring Island Saturday Market. • ➔ Service level adjusted, see IBC 6c-1.3 SSI Crime Prevention in Community Parks and 13a-1.3 SSI Community Centre. • SSI Aquatic Centre is open 49 weeks a year, 7 days/week offering a service level of 71 hours/week. ➔ Service level adjusted: following the COVID-19 shutdown in March 2020, the centre has moved from limited hours (5 days/week) to 6 days/week in January 2021 and will return to 7 days/week in September 2021, with a reduced service level. Staff are not anticipating returning to a service level of 71 hours/week until January 2022 due to budget constraints in 2021.
<p>SSI Transportation & Docks Local transit service, pathways and Fernwood Dock</p>	<ul style="list-style-type: none"> • 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 and local contractor; construct and maintain bus stops/shelters. • Manage and operate Fernwood Dock facility.
<p>SSI Water and Sewer Service Water, septage & Environmental Monitoring</p>	<ul style="list-style-type: none"> • Manage eight local water and sewer service areas, and Liquid Waste Management Commission in collaboration with other CRD divisions. • Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste. • Manage stormwater quality and provide for a monitoring service.
<p>SSI Library & Arts Community</p>	<ul style="list-style-type: none"> • Facility maintenance of the Salt Spring Island Library • Support contribution services and use agreements for ArtSpring and Salt Spring Island Library services.
<p>General Government and other SSI-wide and local services Regional and local government administration, local engineering service, grants-in-aid and economic development</p>	<ul style="list-style-type: none"> • Hospital District (Construction of health facility and debt serving of capital project and equipment) • Solid waste disposal and recycling

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JdF	
JdF Community Planning 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.	<ul style="list-style-type: none"> 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. 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. Provide administrative and technical support to the JdF Land Use Committee and advisory commissions.
JdF Community Parks & Recreation 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"> 8.1km of trails 23 park facilities Two baseball fields and two tennis courts Two playgrounds Administration of: <ul style="list-style-type: none"> 4 stewardship programs and 65 volunteers 6 recreation program contracts and events Operating costs of Port Renfrew Community Centre through revenue Other: <ul style="list-style-type: none"> SEAPARC Recreation Centre and pool (for more detail see Recreation Community Need Summary) Sooke Regional Museum
General Government and other JdF-wide and local services	<ul style="list-style-type: none"> Water, sewer and solid waste services (for more detail see Water, Wastewater and Landfill & Recycling Community Need Summaries) Environment (Millstream Remediation and Climate Actions and Adaptation) Hospital (construction of health facility and debt serving of capital project and equipment)
Combined Services	
Planning & Protective Services	
Building Inspection	<ul style="list-style-type: none"> Provide information on the building permit process, BC Building Code requirements and approved construction

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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.	<ul style="list-style-type: none"> practices. Provide building permit and file information and respond to Freedom of Information requests. ➔ Service level adjusted, see IBC 11c-2 Building Inspection Information Service. 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.
EA Fire Protection	<ul style="list-style-type: none"> Operational management of fire dispatch for the three EAs. Oversight and support of and to Fire and Rescue Commissions and services.
EA Emergency Coordination Oversight and administration of the EA Emergency Programs.	<ul style="list-style-type: none"> Oversee and coordinate emergency planning and response by the EA Emergency Programs.
EA Emergency Program and Search and Rescue (SAR) 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"> Program oversight for the Juan de Fuca SAR service Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs
Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.	<ul style="list-style-type: none"> Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests.
Support Services	
Support Services 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"> Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
2e-3	SGI Transportation Service Establishment	Deliver a transportation service establishment bylaw for SGI and seek electoral assent (Oct 2022)	2022	--	\$15K requisition

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4a-1	SGI Connect – Internet Service Establishment	Broadband connectivity service establishment bylaw for SGI and possibly seek electoral assent (Oct 2022)	2022	--	\$20K requisition
6c-1.3	SSI Crime Prevention in Community Parks	Increase bylaw patrol hours to deter crime and antisocial behaviour in SSI Community Parks	2022	--	\$10K requisition
11c-2	Building Inspection Information Service	Staffing adjustment to address increasing demand for information services	2022	+0.5 FTE ongoing	\$47K requisition
13a-1.5	SSI Community Centre	Maintenance of SSI Community Centre (formerly SSI Island Middle School)	2022	+0.9 FTE ongoing	\$148K requisition, fee for service

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

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> • Building Inspection Service: All EAs • JdF Community Planning Services: JdF EA • SSI Administration Services: SSI EA • SGI Administration Services: SGI EA • Other Services, including Support Services: varies by service <p>Funding Sources</p> <ul style="list-style-type: none"> • Requisitions, grants and fee-for-service (e.g. retail water rate)

Reporting Structure
<p><u>Electoral Area Committee</u></p> <p>Various <u>Local Service Areas Commissions</u> including:</p> <ul style="list-style-type: none"> • Fire Protection and Emergency Response (East Sooke, North Galiano, Otter Point, Port Renfrew, Shirley, and Willis Point) • Parks and Recreation (Galiano Islands, JdF EA, Mayne Island, Pender Islands, SSI EA, Saturna Island and Sooke and EA) • Water Services (Juan de Fuca, Lyall Harbour/Boot Cove, Magic Lake Estates, Skana, Beddis, Cedar Lane, Cedars of Tuam, Fernwood, Fulford, Highland, Sticks Allison, Surfside Park, Wilderness Mountain) • <u>Emergency Management Committee</u> • <u>Planning and Protective Services Committee</u> • <u>Transportation Committee</u>

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Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
Metric 1: EA Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports	0	9	9
Metric 2: Building permits in all three EAs Total number of permits issued annually; data from CRD Tempest application database	873	880	880*
Metric 3: Development application levels in the JdF EA Total number of development applications received annually; data from CRD Tempest application database	48	70	55*
<i>Future Metric 4: Island businesses participating in Shared Business Services</i> Number of island businesses registered with Shared Business Services; data from SSI Administration division			
<i>Future Metric 5: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community</i> Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI Administration division			
Discussion			
Discussion <ul style="list-style-type: none"> Metric 1: A review of EA Fire Services determined that none of the departments were able to sustain compliance levels with the OFC Playbook and WSBC requirements. A Fire Coordinator position was contracted to support these services to achieve compliance. Metric 2: the number of permits issued to the end of the second quarter for 2021 is 432. It is anticipated that 2021 permit numbers will be similar to that of 2020. Metric 3: JdF Planning now anticipates receiving 70 applications in 2021, but reported a target in 2020 of 55. The Capital Region is currently experiencing an increase in development activity. 			