



REGIONAL SERVICES COMMITTEE MEETING AGENDA

WEDNESDAY, FEBRUARY 28, 2018
BOARD ROOM
175 INGRAM STREET, DUNCAN, BC

9:30 AM

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1. <u>APPROVAL OF AGENDA</u>	
2. <u>ADOPTION OF MINUTES</u>	
M1 Regular Regional Services Committee meeting of January 24, 2018	1
Recommendation That the minutes of the Regular Regional Services Committee of January 24, 2018 be adopted.	
3. <u>BUSINESS ARISING FROM THE MINUTES</u>	
4. <u>PUBLIC INPUT PERIOD</u>	
5. <u>DELEGATIONS</u>	
6. <u>CORRESPONDENCE</u>	
C1 Correspondence from the Cowichan Housing Association Re: Affordable Housing in the Cowichan Region	5
Recommendation	
For Discussion with Item UB2	
7. <u>INFORMATION</u>	
8. <u>REPORTS</u>	
R1 Report from the Senior Environmental Analyst - Energy Re: Asset Management 2018 Budget Amendment	13
Recommendation That it be recommended to the Board:	
1. That the 2018 Budget for Function 280 –	

Regional Parks be amended to:

1. Increase transfer from federal conditional grants by \$33,435; and
2. Increase consulting services by \$33,435.

2. That the 2018 Budget for Function 520 – Solid Waste Management Complex be amended to:

1. Increase transfer from federal conditional grant revenue by \$11,015; and
2. Increase Asset Management Expenses by \$11,015.

3. That the 2018 Budget for Function 571 – Asset Management be amended to:

1. Increase transfer from federal conditional grant revenue by \$141,000;
2. Increase transfer from provincial conditional grant revenue by \$15,000;
3. Increase training expenses by \$4,500;
4. Increase consulting services by \$141,500; and
5. Increase wages by \$10,000.

4. That Function 280 – Regional Parks, Function 520 – Solid Waste Management Complex, and Function 571 – Asset Management 2018 Budget amendments be authorized to proceed prior to approval of the 2018 Budget amendment.

R2 Report from the Senior Environmental Technologist, Recycling & Waste Management Re: Short-Term Borrowing for 2018 Solid Waste Management Budget 17

Recommendation That it be recommended to the Board:

1. That short-term borrowing of up to \$175,000 be approved for purchase of a replacement loader at the Bings Creek Solid Waste Management Complex, to be paid back over five years as per the Liabilities under Agreement Section 175 of the *Community Charter*; and
2. That short-term borrowing of up to \$50,000 be approved for the purchase of a pick-up truck for solid waste operations, to be paid back over five years as per the Liabilities under Agreement Section 175 of the *Community Charter*.

R3 Report from the Manager, Economic Development Re: Tourism Operating Reserve Request 19

	Recommendation	That it be recommended to the Board 1. That the Tourism Cowichan Society be provided \$15,888 from the Tourism Operating Reserve for destination marketing activities. 2. That Function 123 - Regional Tourism 2018 Budget be amended to increase Transfer from Operating Reserve by \$15,888 and increase Grant to Organization by \$15,888. 3. That Function 123 - Regional Tourism 2018 Budget amendments be authorized to proceed prior to approval of the 2018 Budget amendment.	
R4	Report from the Assistant Manager, Finance Re: 2018-2022 Five Year Financial Plan Bylaw Amendment		21
	Recommendation	That Five Year Financial Plan (2018-2022) Amendment Bylaw No. 4188 be forwarded to the Board for consideration of first three readings and adoption.	
R5	Report from the Procurement Officer Re: Procurement Card Program		41
	Recommendation	That it be recommended to the Board that the Cowichan Valley Regional District is authorized to borrow from, and incur other obligations to, BMO with respect to the Bank of Montreal's Commercial Card Program.	
R6	Report from the Procurement Officer Re: Community Benefit Hub Pilot Project - Strategic Procurement		49
	Recommendation	That it be recommended to the Board that the Cowichan Valley Regional District join the Community Benefit Hub to advance Strategic Procurement as a founding member.	
R7	Report from the Assistant Manager, Finance Re: Draft 2018 Cowichan Valley Regional Hospital District Budget		51
	Recommendation	That it be recommended to the Cowichan Valley Regional Hospital District Board: 1. That the 2018 Cowichan Valley Regional Hospital District (CVRHD) budget as presented be forwarded to the Hospital Board for consideration. 2. That up to \$5,220,000 in expenditures be approved as the CVRHD's contribution to the capital cost of building a new hospice facility, with funds to come from the capital reserve fund.	

3. That \$2,960,000 of unallocated contingency funds be used to cover the CVRHD's 40% share of the 2018 Major Capital Projects.

9. UNFINISHED BUSINESS

UB1 Report from the Parks & Trails Planner, Parks & Trails Re: Parks and Trails Volunteer Policy 61

Recommendation That it be recommended to the Board that the Parks and Trails Volunteer Policy, attached to the Parks & Trails Division's November 20, 2017 Staff Report, be approved.

UB2 Report from the Senior Planner, Land Use Services Re: Affordable Housing - Cowichan Housing Association's Proposal to Establish a Regional Service (Referred from the February 14, 2018 Corporate Services Committee meeting) 67

Recommendation For Direction

UB3 Report from the Corporate Secretary Re: Options and Timing for Seeking Public Approval - Regional Grant-in-Aid Service Establishment Proposal (Referred from the February 14, 2018 Corporate Services Committee meeting) 103

Recommendation For Direction

10. NEW BUSINESS

11. QUESTION PERIOD

12. CLOSED SESSION

Motion that the meeting be closed to the public in accordance with the *Community Charter* Part 4, Division 3, Section 90, subsections as noted in accordance with each agenda item.

13. ADJOURNMENT

The next Regional Services Committee Meeting will be held Wednesday, March 28, 2018 at 9:30 AM, in the Board Room, 175 Ingram Street, Duncan, BC.

Committee Members

Director L. Iannidinardo, Chairperson
Director K. Marsh, Vice-Chairperson
Director S. Acton
Director M. Clement
Director K. Davis

Director B. Day
Director M. Dorey
Director S. Jackson
Director K. Kuhn
Director J. Lefebure

Director M. Marcotte
Director I. Morrison
Director A. Nicholson
Director A. Stone
Director T. Walker

Minutes of the Regional Services Committee Meeting held on Wednesday, January 24, 2018 in the Board Room, 175 Ingram Street, Duncan BC at 9:30 AM.

PRESENT: Chair L. Iannidinardo
Director S. Acton
Director K. Davis
Director B. Day
Director M. Dorey
Director S. Jackson
Director K. Kuhn
Director J. Lefebure
Director K. Marsh
Director M. Marcotte
Director I. Morrison
Director A. Nicholson
Director A. Stone
Alternate Director C. Morris
Alternate Director A. Siebring

ALSO PRESENT: M. Kueber, General Manager, Corporate Services
J. Barry, Corporate Secretary
R. Blackwell, General Manager, Land Use Services
H. Hatami, General Manager, Engineering Services
C. Cowan, Manager, Public Safety
B. Farquhar, Manager, Parks & Trails
C. Lockrey, Manager, Strategic Services
A. Melmock, Manager, Economic Development
K. Miller, Manager, Environmental Services
T. Waraich, Manager, Recycling & Waste Management
L. Smith, Assistant Finance Manager
B. Suderman, Planner III
T. Daly, Recording Secretary

ABSENT: Director M. Clement
Director T. Walker

APPROVAL OF AGENDA

It was moved and seconded that the agenda be approved.

MOTION CARRIED

ADOPTION OF MINUTES

M1 Regular Regional Services Committee meeting of November 29, 2017

It was moved and seconded that the minutes of the Regular Regional Services Committee meeting of November 29, 2017 be adopted.

MOTION CARRIED

REPORTS

R1 Report from the Senior Environmental Technologist Re: Meade Creek Short-Term Borrowing

It was moved and seconded that it be recommended to the Board:

- 1. That short-term borrowing of up to \$500,000 be approved for completion of the Meade Creek Recycling Centre Upgrade and Landfill Closure Project to be paid back over five years as per the Liabilities under Agreement Section 175 of the Community Charter.**
- 2. That the 2018 budget for Function 520 - Solid Waste Management Complex be amended to:**
 - 1. Increase Municipal Finance Authority Short-Term Debt capital revenue by \$500,000;**
 - 2. Increase Engineering Structures capital expense by \$500,000;**
 - 3. Increase Municipal Finance Authority Short-Term Debt interest expense by \$9,375; and**
 - 4. Decrease Contingency expense by \$9,375.**
- 3. That Function 520 - Solid Waste Management Complex 2018 Meade Creek Recycling Centre Upgrade and Landfill Closure Project be authorized to proceed prior to approval of the 2018 Budget amendment.**

MOTION CARRIED

R2 Report from the Senior Environmental Technologist Re: Bings Creek Organics & Recycling Collection Facility Upgrades

It was moved and seconded that it be recommended to the Board:

- 1. That the 2018 budget for Function 520 - Solid Waste Management Complex be amended to:**
 - 1. Increase Federal Gas Tax Funding capital revenue by \$65,000; and**
 - 2. Increase Land Improvements capital expense by \$65,000.**
- 2. That Function 520 - Solid Waste Management Complex 2018 Bings Creek Organics & Recycling Collection Facility Upgrades project be authorized to proceed prior to approval of the 2018 Budget amendment.**

MOTION CARRIED

R3 Report from the Manager, Recycling & Waste Management Re: SWMP Amendment #4 - Set Up of Advisory and Oversight Committees

It was moved and seconded that it be recommended to the Board that a Solid Waste Management Plan Advisory Committee be established to receive feedback from public and special interest groups for the Solid Waste Management Plan Amendment #4 process.

MOTION CARRIED

It was moved and seconded that it be recommended to the Board that a Solid Waste Management Plan Oversight Committee be established to provide status of budget, schedule, and project details for the Solid Waste Management Plan Amendment #4; and that Directors Acton, Day, Morrison, and Stone be appointed to the Committee.

MOTION CARRIED

R4 Report from the Manager, Economic Development Re: Industrial Land Use Strategy Budget Amendment

It was moved and seconded that it be recommended to the Board that:

- 1. The 2018 Economic Development budget be amended to increase surplus revenue by \$45,000 and increase Contract for Services by \$45,000 to fund the Industrial Land Use study in 2018; and**
- 2. Staff proceed with expenditures related to the Industrial Land Use study prior to approval of the 2018 budget amendment.**

MOTION CARRIED

R5 Report from the Manager, Economic Development Re: Economic Development Cowichan Strategic Plan 2018 - 2022

It was moved and seconded that it be recommended to the Board that the Economic Development Cowichan Strategic Plan for 2018 - 2022 be approved.

MOTION CARRIED

R6 Report from the Office of the Chief Administrative Officer Re: Community Engagement - Drinking Water and Watershed Protection was received for information.

While providing an overview of the process for community engagement on Drinking Water and Watershed Protection, the Manager, Strategic Services, referenced the following link: www.cvrld.bc.ca/drinkingwater for further information.

R7 Report from the Manager, Public Safety Re: Community Emergency Preparedness Fund Grant Application

It was moved and seconded that it be recommended to the Board that a grant application be submitted to the Union of British Columbia Municipalities for the Emergency Operations Centre Grant under the Community Emergency Preparedness Fund Initiative.

MOTION CARRIED

10:50 AM It was the consensus of the Committee to recess until 11:00 AM.

11:01 AM The meeting resumed at 11:01 AM.

R8 Report from the Senior Planner, Community Planning Re: Affordable Housing - Cowichan Housing Association's Proposal to Establish a Regional Service

It was moved and seconded that it be recommended to the Board that the Board support, in principle, the creation of an affordable housing service and staff prepare a public engagement process to determine public support for the proposed service.

It was moved and seconded that Affordable Housing - Cowichan Housing Association's Proposal to Establish a Regional Service be referred to the February 14, 2018 Corporate Services meeting.

MOTION CARRIED

CLOSED SESSION

12:31 PM It was moved and seconded that the meeting be closed to the public in accordance with the Community Charter Part 4, Division 3, Section 90 (1)(e) Land Acquisition and Closed Session Minutes.

MOTION CARRIED

1:05 PM It was moved and seconded that the Committee rise without report, and return to the Open portion of the meeting.

MOTION CARRIED

ADJOURNMENT

1:05 PM It was moved and seconded that the meeting be adjourned.

MOTION CARRIED

The meeting adjourned at 1:05 PM.

Chair

Recording Secretary

Dated: _____



Date of Report: February 20, 2018
From: Cowichan Housing Association
To: Regional Services Committee, CVRD
Subject: Affordable Housing in the Cowichan Region

I. PURPOSE/INTRODUCTION

The purpose of this report is to provide information to clarify and augment the “Affordable Housing in the Cowichan Region” Proposal submitted to Regional Services in January 2018 and discussed at Corporate Services in February 2018.

The proposal is intended to ensure that the Region is well situated to take advantage of Federal and Provincial funding opportunities contingent on local government involvement. This step was highlighted in the most recent UBCM Housing Strategy Report.

The key recommendations are as follows:

- I. The Cowichan Valley Regional District (CVRD) establish a CVRD Affordable Housing Contribution Service to address issues related to Affordable Housing and Homelessness Prevention
- II. The CVRD enter into a working agreement with Cowichan Housing Association (CHA) to manage the funding on behalf of the community and provide community coordination and development services related to affordable housing and housing loss prevention

This report will provide information to address questions and comments posed during those meetings and subsequent communications including the following:

- What could the funds proposed do?
- How will the fund be accessed?
- How will the Service achieve regional equity and serve rural areas?
- How will the fund serve young families and seniors?
- What are the key activity areas? Provide an Annual work plan and a more detailed breakdown of proposed expenditures and taxation implications.
- How do Coordination and Administrative components support the Affordable Housing Service?
- What are the potential benefits and outcomes in terms of return on investment? Are there statistics or other metrics that can inform us about the potential cost savings resulting from this investment?

II. PROPOSED CONTRIBUTION SERVICE COMPONENTS

The proposed Contribution Service components are as follows:

- \$500,000 (67%) Directly for a Housing Trust Fund to support affordable housing projects
- \$138,000 (18%) Planning, research, housing development coordination and prevention
- \$112,500 (15%) Management and administration

Each component will be discussed in turn.

1. Housing Trust Fund (67% / \$500,000)

1.1 Rationale and Context for a Cowichan HTF

The housing situation in the Cowichan Region is characterized by:

- Increasing costs to own
- Increasing demand and cost for rental housing
- Declining rental supply plus adequacy issues
- Increasing homelessness (youth, family, senior, indigenous homelessness)
- *1 in 4 households in the Cowichan Region do not meet one or more standards for housing adequacy, suitability or affordability.*

The CVRD Affordable Housing Needs Assessment (2014) identified needs for rental housing to accommodate youth, families, Indigenous people, students and seniors, and affordable homeownership opportunities for families with low to moderate incomes and for seniors.

The BCNPH's Affordable Housing Plan for BC¹ identified:

- Current CVRD rental supply backlog at 750 units
- Rental housing demand to 2021 is 1000+ units
- The annual cost to catch up with affordable housing demand is \$28+million per year of which the community share is estimated at \$7.5 million per year.

Provincial and National Context

A National Housing Strategy was announced in 2017 that outlines a framework of investments that will be implemented in partnership with local and provincial levels of government.

Concurrently, the BC Government has indicated that through partnerships with local governments, the federal government, and the private and not-for-profit sectors, they will begin to build 114,000 units.

¹ BCNPHA (2016) Affordable Housing Plan Regional Breakdown. Available at: http://bcnpha.ca/wp_bcnpha/wp-content/uploads/2017/04/Cowichan-Valley.pdf

In 2018, the UBCM released its Affordable Housing Strategy emphasizing the need for “officials from all orders of government to roll up their sleeves and work together” to:

- Create a large amount of affordable rental housing starting now and continuing for at least 10 years
- Actively manage housing prices through targeted tax and regulatory changes
- Take a more comprehensive approach to homelessness that is focused on prevention
- Work collaboratively across all levels of government.

1.2 What would the HTF do?

The Housing Trust Fund (HTF) portion of the Contribution Service will provide seed funding to Affordable Housing projects with a key focus on leveraging partnership funding for housing that meets criteria for affordability as per CMHC definitions².

- Funds would be used for acquisition, development and retention of housing, including land or building purchase, new builds, and improvements to housing owned by non-profit societies
- Focus for funds will be on low to moderate income households including families with children, lone parent families, singles and seniors
- The Service may provide the ability similar to Comox RD to accept public donations and top up with funds contributed as community amenities through rezoning.
- May elect to carry funds over to fund larger projects.

Allocations decisions will be based on solid principles, criteria and priorities, to be determined in collaboration with the CVRD and the Cowichan Coalition to Address Homelessness and Affordable Housing.

Section 1.4 provides Case Studies and Research to illustrate potential outcomes.

1.3 Process for determining allocations for the Cowichan Region HTF

The Cowichan Coalition to Address Homelessness and Affordable Housing Strategic Plan and upcoming Attainable Housing Strategy and Action Plan (to be developed in 2018) will provide the backdrop, from the community’s perspective, for developing three year priorities for housing and homelessness prevention.

An Annual Plan and Budget will be developed and provided to the CVRD.

A process and criteria for Fund allocations will be developed by CHA, the Cowichan Coalition and CVRD for assessment of possible projects, and will include:

- Priority needs/population to be addressed
- Regional Equity
- Leveraging potential
- Partnerships

² CMHC (2018) About Affordable Housing in Canada. Available at: https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce_021.cfm

- Organizational credibility
- Accountability and Performance Measures
- Community Support

CHA with the Cowichan Coalition will ensure community is aware of the fund and issue a call for project proposals on a regular basis subject to available funds.

CHA will work with applicants initially to review criteria and process for urgency and comprehensiveness, and review and analyze applications at the CHA Staff level for submission.

Approval, monitoring and evaluation processes will be developed to ensure involve thorough review and accountability.

Ongoing monitoring and evaluation of projects will be undertaken by CHA Staff and reports submitted annually.

1.4 Potential Outcomes for a Cowichan HTF: Experiences in other Island Regions

i. Capital Regional District

- Capital grants for “bricks and mortar” for the acquisition, development and retention of housing of \$5,000 to \$15,000 per unit
- Requirement that projects must demonstrate that the funds can leverage a minimum of \$5 in additional funding to every \$1 granted
- By 2009, the funds were leveraging an average of 15 to 1
- 2005 – 2016: - \$9.6 million has been granted toward capital assets valued at more than \$114 million
- 777 AH units built
- Developed Housing First Partnership Agreement with BC Housing and Island Health
- \$30 million each from CRD and BC Housing

ii. Comox Valley Regional District

- Tax requisition 0.0152% per year per \$1,000 of assessed value, starting in 2015
- Coalition presents 5 Year plan to the Board each year
- Can accept public donations with tax receipt issued
- Comox Valley RD can top up the budget with funds contributed as community amenities through rezoning, and can carry funds over to fund long-term projects
- Occupied in Jan 2017:
- Two units Transitional Housing (CV Transition Society) funded through CVRD Homelessness Supports Regional Service
- Four 2 bedroom units (CV Transition Society) funded through CVRD Homelessness Supports Regional Service, Town of Comox and BC Housing
- Start in spring 2017
- 34 units at Braidwood site coordinated by Wachiay Friendship Centre and M’akola Housing funded through BC Housing and City of Courtenay.

1.5 Return on Investment Research to Inform Potential Benefits

BC Housing's (2016) Social Return on Investment Research indicated that:

- For every dollar invested in supporting affordable housing, between two and three dollars in direct social and economic value is created for individuals, governments, and communities.

At Home / Chez Soi Research (2015) on Housing First found:

- Improvements in health and declines in use of health services, reduced involvement with the Justice System and increased social and community engagement
- *Every \$10 invested resulted in cost savings of almost \$22.*

Medicine Hat (2014) Annual Report: noted significant decreases in utilization of public systems over a twelve month period under the Housing First Program.

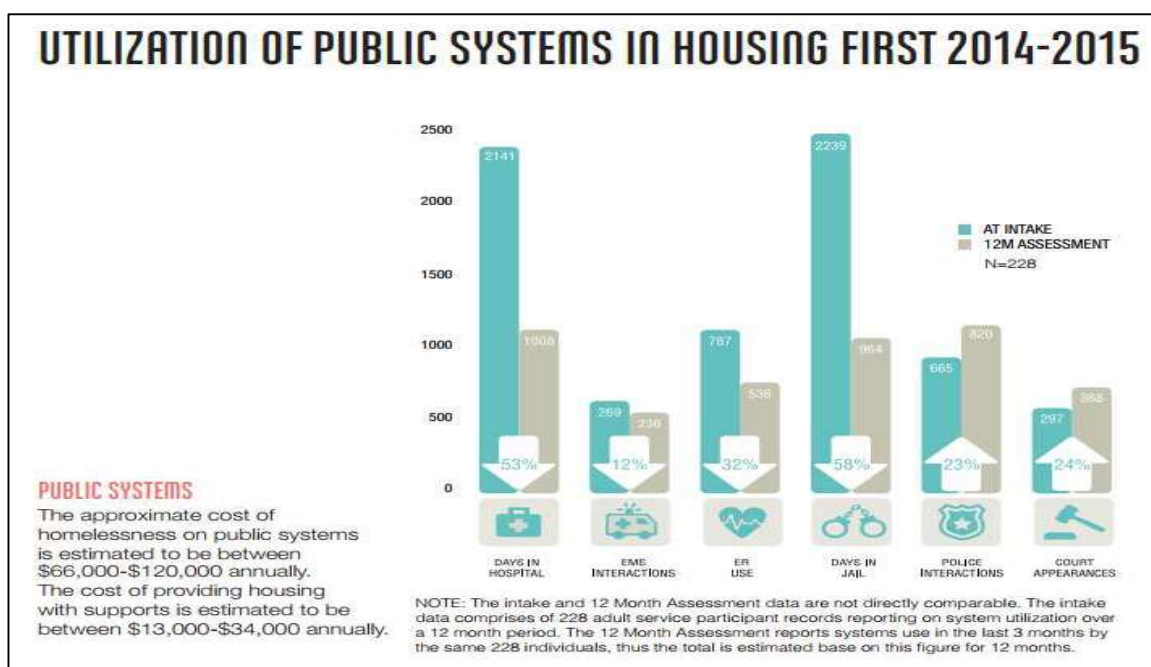


Figure 1 Medicine Hat Year 5 indicators re use of Public Systems. Source: <http://www.mhchs.ca/static/main-site/files/housing-development/Year-5-Progress-Report.pdf>

2. Planning, research, housing development and coordination, prevention (18% / \$138,000)

The Planning, Coordination, Research and Prevention component of the Service is needed to facilitate the spectrum of activities required to support project development.

CHA will carry out this component in close collaboration with the Cowichan Coalition. CHA and the Coalition will continue to leverage funding toward all of these components and for special projects as available.

Staffing for this component is one full time equivalent (FTE) plus resources required for assistance to facilitate projects, research, data, engagement and consultation, and housing loss prevention activities as follows:

- Assistance in leveraging funding including assistance with federal/provincial funding program applications, project management assessments, and other assistance more directly required to facilitate development projects.
- Support projects through local government approval processes.
- Investigate new housing options and encourage their integration into local planning practice.
- Build partnerships to leverage opportunities for funding and affordable housing development with local companies and developers, other non-profits and community organizations.
- Coordination of / build capacity with the Cowichan Coalition.
- Community engagement, education and consultation:
 - Develop a Communications Plan and communications tools for effective information sharing and consultation Provide education and information on issues and solutions geared to all sectors of the community.
- Undertake data and policy analysis to maintain current information on funding sources, local government requirements and processes, housing supply, best practices and local progress.
- Develop partnerships to promote and establish Housing First approaches and programming in the Cowichan Region. Provide a fund and leverage funding for housing loss prevention to assist individuals and families and prevent them from losing their housing (e.g. emergency housing assistance, tenant and landlord information and support).

Currently Cowichan Housing has successfully received federal government funding for work to address the needs of the homeless and those at risk. These projects compliment and enhance work on housing development but are not factored into this budget component except where integral to related work. This includes cost for developing communication strategies and material, networking etc.

3) HTF Management and Administration (15% / \$112,500)

Fund management and administration will ensure sound and efficient financial and decision making processes related to the Service, including policies, criteria and processes for soliciting, reviewing and awarding of project funding.

This component will be carried out by CHA with an estimated staffing of 1 FTE, plus contracted accounting and legal services, and resources required for office overhead, equipment and professional development. Components include:

- Develop and maintain financial and decision making processes related to the Service.
- Establish a process for allocations decisions.
- Maintain a database of non-profit housing providers or other societies interested in accessing HTF funds.
- Prepare application forms and issue calls for proposals.
- Develop and maintain website or page with information on the Fund and process.
- Meet with potential applicants prior to and during application submission and review process.
- Review applications and prepare reports to the Allocations Committee, with analysis and possible recommendations.
- Administer Allocations process and distribution of funds.
- Conduct Quarterly and Annual Project Monitoring and Performance Analysis.
- Provide Accounting and Financial management (including legal requirements).
- Prepare Annual Report to the CVRD Board.
- Overhead costs include rent, utilities, auditing costs, legal advice.
- Professional Development costs to ensure that staff are kept up-to-date on related legislation and best practices in the development of affordable housing.

III. SUMMARY AND CONCLUSIONS

The need for Affordable Housing in the Cowichan Region has been a topic of concern for the last decade or so. The current need for affordable rental and ownership housing has been characterized as a range of housing types for low to moderate income households including youth, lone parent and couple parent families with children, singles, students and seniors.

Recent strategies and mandates of federal and provincial governments indicate investment frameworks that will be implemented in partnership with local governments. An Affordable Housing Trust Fund can provide the means to support acquisition, development and retention of housing through seed funding that can be based on leveraging and partnership criteria similar to that of the CRD.

Research on return for investment indicates significant leveraging potential for HTF funds as in the CRD example of 15:1. Where Housing First programming is implemented, research has shown decreased usage of institutional facilities such as hospitals and jails. The At Home / Chez Soi research estimated that for every \$9 invested a savings of \$22 was achieved.

Access to the proposed HTF fund would be provided through calls for proposals administered by CHA and carried out in collaboration with the Cowichan Coalition. A thorough process will be developed to articulate a range of criteria, and oversee the process and approvals. The need to serve rural areas and achieve regional equity would be among the criteria. The Cowichan Coalition Strategic Plan and Attainable Housing Strategy documents will provide the backdrop for prioritization of needs.

Cowichan Housing Association would provide the supportive functions for the overall Service. Administration of the Service will entail maintaining financial and decision making processes, issuing CFP's, reviewing and monitoring of proposals and projects, annual budgets and reports, performance monitoring.

The Planning/Coordination component will be important to engage in the range of planning, engagement, education and capacity building activities needed to support the Service. This component includes promoting Housing First and housing loss prevention.

Next Steps

Cowichan Housing is committed to undertaking significant community engagement over the coming months leading to November. This engagement work is integral to the development of the strategy detailing more explicitly the housing needs in various parts of the region.

Current reports and plans provide validation of the housing needs of the region. This step will focus on gathering public opinion on where specific areas require specific types of housing. It will drive a detailed business plan for the Housing Trust fund for the mid to near term. Funding for the strategy, including a CVRD grant in aid application, is being sought. In-kind contributions from sister organizations have been secured. This exercise is expected to reduce CVRD costs for promoting a referendum.

Many of the fine details as to how the housing function will operate can be resolved over the coming weeks leading to the deadline for bylaw introduction.

Recommendation

That the CVRD move forward on a referendum to establish a Housing Contribution Agreement with Cowichan Housing substantially in accordance with the principles outlined in this report.



STAFF REPORT TO COMMITTEE

DATE OF REPORT February 20, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of February 28, 2018

FROM: General Manager
Engineering Services Department

SUBJECT: Asset Management 2018 Budget Amendment

FILE: 0540-20-EAS/05

PURPOSE/INTRODUCTION

The purpose of this report is to amend 2018 budgets for Function 280 – Regional Parks, Function 520 – Solid Waste Management Complex, and Function 571 – Asset Management to include grant funding.

RECOMMENDED RESOLUTION

That it be recommended to the Board:

1. That the 2018 Budget for Function 280 – Regional Parks be amended to:
 1. Increase transfer from federal conditional grants by \$33,435; and
 2. Increase consulting services by \$33,435.
2. That the 2018 Budget for Function 520 – Solid Waste Management Complex be amended to:
 1. Increase transfer from federal conditional grant revenue by \$11,015; and
 2. Increase Asset Management Expenses by \$11,015.
3. That the 2018 Budget for Function 571 – Asset Management be amended to:
 1. Increase transfer from federal conditional grant revenue by \$141,000;
 2. Increase transfer from provincial conditional grant revenue by \$15,000;
 3. Increase training expenses by \$4,500;
 4. Increase consulting services by \$141,500; and
 5. Increase wages by \$10,000.
4. That Function 280 – Regional Parks, Function 520 – Solid Waste Management Complex, and Function 571 – Asset Management 2018 Budget amendments be authorized to proceed prior to approval of the 2018 Budget amendment.

BACKGROUND

Cowichan Valley Regional District (CVRD) staff has secured the following grants to advance the organization's Asset Management Plan:

1. Federation of Canadian Municipalities – Climate and Asset Management Network in the amount of \$174,000;
2. Federation of Canadian Municipalities – Municipal Asset Management Program in the amount of \$48,000; and
3. Union of British Columbia Municipalities – Asset Management Planning Program in the amount of \$15,000.

Combined grant funding is \$237,000, of which \$29,000 was claimed in 2017, and \$208,000 will be spent in 2018.

ANALYSIS

This grant funding will be used to advance the CVRD Asset Management Plan. The combined grant funding has been allocated to the following activities:

Activity	2017	2018
Levels of Service/Policy Refresh/Climate Risk Assessment	\$ -	\$ 141,500
Asset Management Data Clean-up	\$ -	\$ 3,550
Condition Assessment - Waste Management	\$ -	\$ 11,015
Condition Assessments - Parks Stairs/Bridges	\$ -	\$ 33,435
AM Training/Workshops	\$ 3,000	\$ 8,500
AM Staff Remuneration	\$ 26,000	\$ 10,000
TOTAL	\$ 29,000	\$ 208,000

Staff remuneration from grants is covering a shortfall in Community Works Funds. \$7,550 of the grant revenue has been addressed through other functions.

FINANCIAL CONSIDERATIONS

The grant funding will cover a majority of the costs associated with the identified activities. Any additional expenses will come from the already approved 2018 budgets of the responsible Divisions.

COMMUNICATION CONSIDERATIONS

None.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

The recommended resolution under consideration supports to the objectives of the 3.2 Asset Management Plan.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Austin Tokarek, B. Sc., CEA
Asset Coordinator

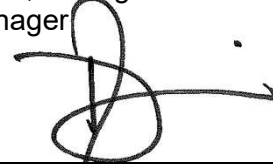


Brian Farquhar
Manager

Reviewed by:



Hamid Hatami, P. Eng.
General Manager



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager



STAFF REPORT TO COMMITTEE

DATE OF REPORT February 7, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of February 28, 2018

FROM: Recycling & Waste Management Division
Engineering Services Department

SUBJECT: Short-Term Borrowing for Function 520 - Solid Waste Management
2018 Budget

FILE: 0540-20-RS/05

PURPOSE/INTRODUCTION

The purpose of this report is to obtain approval for short-term borrowing for capital expenditures as approved in the Function 510 - Solid Waste Management 2018 Budget.

RECOMMENDED RESOLUTION

That it be recommended to the Board:

1. That short-term borrowing of up to \$175,000 be approved for purchase of a replacement loader at the Bings Creek Solid Waste Management Complex, to be paid back over five years as per the Liabilities under Agreement Section 175 of the *Community Charter*; and
2. That short-term borrowing of up to \$50,000 be approved for the purchase of a pick-up truck for solid waste operations, to be paid back over five years as per the Liabilities under Agreement Section 175 of the *Community Charter*.

BACKGROUND

Purchase of a replacement loader and pick-up truck to support solid waste operations was approved as part of the 2018 Solid Waste Management Budget. A staff report discussing these items was presented to the Regional Services Committee on October 25, 2017 as part of 2018 budget preparation.

ANALYSIS

A motion is needed to proceed with short-term borrowing for planned 2018 capital expenditures.

FINANCIAL CONSIDERATIONS

Purchase of a replacement loader for a maximum cost of \$250,000 to be funded through short-term borrowing up to \$175,000, and capital reserves up to \$75,000, and purchase of a pick-up truck for a maximum cost of \$50,000 to be funded through short-term borrowing, was approved in the 2018 Solid Waste Management Budget and 5 Year Financial Plan. A request to prepare a Capital Reserve Fund Expenditure Bylaw has been submitted to Legislative Services.

COMMUNICATION CONSIDERATIONS

Purchase of the a replacement loader and pick-up truck will require preparation of Request for Proposal documents which will be posted to the website and on BC Bid.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Not applicable.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Harmony Huffman
Senior Environmental Technologist

Reviewed by:



Tauseef Waraich
Manager



Hamid Hatami, P. Eng.
General Manager



STAFF REPORT TO COMMITTEE

DATE OF REPORT February 16, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of February 28, 2018

FROM: Economic Development Division
Land Use Services Department

SUBJECT: Tourism Operating Reserve Request

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to provide background information that will allow the Board to make a decision regarding how remaining tourism operating reserves should be used.

RECOMMENDED RESOLUTION

That it be recommended to the Board:

1. That the Tourism Cowichan Society be provided \$15,888 from the Tourism Operating Reserve for destination marketing activities.
2. That the Function 123 – Regional Tourism 2018 Budget be amended to increase Transfer from Operating Reserve by \$15,888 and increase Grant to Organization by \$15,888.
3. That Function 123 – Regional Tourism 2018 Budget amendments be authorized to proceed prior to approval of the 2018 Budget amendment.

BACKGROUND

In September 2017, Tourism Cowichan Society sent a letter to Economic Development Cowichan requesting that the remaining \$15,888 in tourism operating reserves be allocated to the Society in order to:

1. Offset the cost of the \$10,503 government allocation that was charged in 2017; and
2. To allow the society to leverage an additional \$15,888 in funding as part of its annual Destination BC funding.

The Society also formally requested in September that the annual government allocation for 2018 be reduced from 4.5 per cent to 2 per cent and that no allocation fee be put against the MRDT funding that now flows from the CVRD to Tourism Cowichan Society. These two requests were granted by the Board as part of the 2018 budget process.

ANALYSIS

In January 2017, Tourism Cowichan Society was awarded a one-time allocation of \$15,000 in tourism operating reserves to help cover the annual cost of hosting the Savor Cowichan event. Tourism Cowichan Society has now requested that the remaining funds of \$15,888 be allocated to the Society so that they can assist in leveraging \$15,888 in additional funding from the Province for destination marketing activities.

The tourism operating reserve was created over a multi-year period when the responsibility for regional tourism marketing was under the jurisdiction of Economic Development Cowichan. The service agreement with Tourism Cowichan Society proscribes that the CVRD's annual tourism requisition of \$120,000 will be given to the Society for destination marketing. The agreement does not provide instruction on the use of tourism operating reserve, which remains at the discretion of the Board.

FINANCIAL CONSIDERATIONS

If the tourism operating reserve is reduced by \$15,888, it will deplete the amount of funding in the reserve to zero.

COMMUNICATION CONSIDERATIONS

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

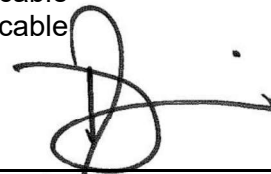
Prepared by:



Amy Melmock
Manager

Reviewed by:

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:
N/A



STAFF REPORT TO COMMITTEE

DATE OF REPORT February 19, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of February 28, 2018

FROM: Finance Division
Corporate Services Department

SUBJECT: 2018 – 2022 Five Year Financial Plan Bylaw Amendment

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present a list of Board approved amendments to the 2018 -2022 Five Year Financial Plan Bylaw No. 4172 and provide the Committee with amended 2018 - 2022 Five Year Financial Plan Bylaw No. 4188.

RECOMMENDED RESOLUTION

That Five Year Financial Plan (2018 – 2022) Amendment Bylaw No. 4188 be forwarded to the Board for consideration of first three readings and adoption.

BACKGROUND

The Cowichan Valley Regional District adopted its 2018 – 2022 Five Year Financial Plan No. 4172 on January 10, 2018. Subsequent to the bylaw being adopted numerous Divisions required budget amendments due to rescheduled projects or unforeseen emergencies that required additional funding. Divisions have brought reports outlining the changes to their respective Committees and Commissions; these changes have now been approved by the Board.

ANALYSIS

The original expenditure level for 2018 that was included in the 2018 - 2022 Five Year Financial Plan Bylaw No. 4172 was \$89.42 million; the proposed amendment will see an increase in expenditures of \$1,453,983 with the majority of this increase in capital.

There are 10 functions requiring budget amendments. The details of these amendments are:

1. Economic Development - \$45,000 increase for an Industrial Land Use study that was originally budgeted in 2017 funded from the 2017 Surplus.
2. Parks & Trails - \$50,000 increase in Capital – Building Improvements for first floor renovations that were previously approved and included in the 2017 budget funded with Short-term Debt funding. The associated debt servicing costs for this project are included in the current 2018 budget.
3. Enforcement & Inspection - \$50,000 increase in Capital – Building Improvements for first floor renovations that were previously approved and included in the 2017 budget funded with Short-term Debt funding. The associated debt servicing costs for this project are included in the current 2018 budget.
4. Community Planning - \$100,000 increase in Capital – Building Improvements for first floor renovations that were previously approved and included in the 2017 budget funded with Short-term Debt funding. The associated debt servicing costs for this project are included in the current 2018 budget.
5. Cowichan Lake Recreation - \$5,000 increase in Minor Capital for an emergency purchase of a server funded by Transfer from Operating Reserve.

6. Kerry Park Recreation - increase of \$391,110 for capital projects previously approved and included in the 2017 budget funded by \$135,000 Gas Tax, \$158,110 Capital Reserve and \$98,000 Short-term Borrowing (debt servicing costs already included in the current 2018 budget). \$70,000 increase in miscellaneous operating expenses related to the new Technical Safety BC requirements for facilities with Ammonia plants funded by Transfer from Operating Reserve as well as \$13,000 miscellaneous equipment previously included in the 2017 budget also funded by Transfer from Operating Reserve.
7. Island Savings Centre – Events and Services - \$32,140 increase in operating expenses related to new Technical Safety BC regulations offset by a reduction in capital expenditures
8. Island Savings Centre – Arena - \$38,198 increase in operating expenses related to new Technical Safety BC regulations funded by Requisition.
9. Shawnigan Lake Community Centre - increase of \$126,675 for capital projects previously approved and included in the 2017 budget funded by \$21,675 Gas Tax, \$25,000 Surplus and \$80,000 Capital Reserve funding.
10. Solid Waste Management Complex - \$65,000 increase in Capital – Land Improvements for an organics management area at the Bings Creek facility funded by Gas Tax originally included in the 2017 Budget. In addition, an increase of \$500,000 Capital – Engineering Structures for an increase to the Meade Creek capital project budget funded by Short-term Debt. \$9,375 in interest for 2018 will be funded by a decrease in Contingency.

FINANCIAL CONSIDERATIONS

See above.

COMMUNICATION CONSIDERATIONS

The proposed amendments have all gone to their respective Committees and Commissions and the amended 2018 - 2022 Five Year Financial Plan Bylaw No. 4188 will be posted on the CVRD's website as of March 1, 2018 until the bylaw goes to the Board for adoption. If adopted the amended plan and bylaw will be forwarded to the Provincial Government.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

3.3 Budget Transparency – Improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:




Lyle Smith, CPA, CGA
Assistant Manager

Reviewed by:



Sharon Moss, CPA, CGA
Manager



Mark Kueber, CPA, CGA
General Manager

ATTACHMENTS:

Attachment A – Bylaw No. 4188

Attachment B –



COWICHAN VALLEY REGIONAL DISTRICT

BYLAW No. 4188

A Bylaw to Amend the 2018 – 2022 Five Year Financial Plan

WHEREAS the Board of the Cowichan Valley Regional District adopted the 2018 – 2022 five year financial plan pursuant to CVRD Bylaw No. 4172;

AND WHEREAS the Board of the Cowichan Valley Regional District wishes to amend the plan;

NOW THEREFORE the Board of the Cowichan Valley Regional District, in open meeting assembled, enacts as follows:

1. **CITATION**

This Bylaw may be cited for all purposes as "**CVRD Bylaw No. 4188 - Five Year Financial Plan (2018 – 2022) Amendment Bylaw, 2018**".

2. **AMENDMENT**

That Bylaw No. 4172 be amended as follows:

- a) That Schedule A to Bylaw No. 4172 be deleted and replaced with the Schedule A attached to this Bylaw; and
- b) That Schedule B to Bylaw No. 4172 be deleted and replaced with the Schedule B attached to this Bylaw.

READ A FIRST TIME this _____ day of _____, 2018.

READ A SECOND TIME this _____ day of _____, 2018.

READ A THIRD TIME this _____ day of _____, 2018.

ADOPTED this _____ day of _____, 2018.

Chairperson

Corporate Secretary

SCHEDULE "A"

SUMMARY OF 5 YEAR FINANCIAL PLAN**2018 - 2022**

	2018	2019	2020	2021	2022
SUMMARY OF REVENUE					
Tax Requisition	\$37,970,405	\$39,264,360	\$40,045,838	\$39,756,448	\$39,916,028
Parcel Taxes	2,498,707	2,599,615	2,651,569	2,743,774	2,781,672
Fees & Charges	10,928,400	11,534,933	11,651,442	11,840,686	11,824,522
Other Revenue	17,899,762	10,235,058	9,978,996	9,835,829	9,705,415
Proceeds of Borrowing	11,457,443	2,410,000	3,505,000	2,632,000	2,535,000
	<u>\$80,754,717</u>	<u>\$66,043,966</u>	<u>\$67,832,845</u>	<u>\$66,808,738</u>	<u>\$66,762,637</u>
Transfers from (to)					
- Special Funds	8,038,963	(\$1,093)	(\$584,960)	(\$1,045,720)	(\$897,496)
- Surplus - Prior Year	2,081,326	-	-	-	-
Total Transfers	<u>\$10,120,289</u>	<u>(\$1,093)</u>	<u>(\$584,960)</u>	<u>(\$1,045,720)</u>	<u>(\$897,496)</u>
TOTAL REVENUE	<u><u>\$90,875,006</u></u>	<u><u>\$66,042,873</u></u>	<u><u>\$67,247,885</u></u>	<u><u>\$65,763,018</u></u>	<u><u>\$65,865,141</u></u>
SUMMARY OF EXPENDITURES					
Debt Principal & Interest					
Short Term	\$2,539,946	\$2,449,765	\$2,114,401	\$1,709,079	\$1,638,374
Long Term	5,047,072	5,086,585	5,280,324	5,259,593	5,269,597
Capital	24,668,014	7,891,519	6,775,151	3,734,000	2,615,000
Other Purposes	58,609,974	50,615,004	53,078,009	55,060,346	56,342,170
Deficit Prior Year	10,000	-	-	-	-
TOTAL EXPENDITURE	<u><u>\$90,875,006</u></u>	<u><u>\$66,042,873</u></u>	<u><u>\$67,247,885</u></u>	<u><u>\$65,763,018</u></u>	<u><u>\$65,865,141</u></u>

Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)

SCHEDULE "B"

FUNCTION:	Funding Sources			Transfer from/to)			Special Funds From			From Ops			Total			5 year plan			Expenditures			Total Expenditures		
	Tax	Parcels	Other	Special	Capital	Feasibility	Gas Tax	(To)	Surplus of	From Ops	Total	Total	Transfers	Revenue	Revenue	Variance	Principal & Interest	Short Term	Long Term	Capital	Other		Deficit	
	2,304,306	229,100	2,833,406	245,000	20,000	20,000			210,537	225,000	733,100	733,100	210,537	3,266,506	210,537	3,266,506								
General Government																								
Community Health Network	1,884,619																			155,000				
V.I. Regional Library																								
Homesite		2,263,303		57,556																				
W.V.I.L.A./G.I.S.		38,850																						
Melkast Transit	228,971																							
Grant	2,381,637	30,000																						
Transit	985,282																							
Grants-in-Aid	76,683																							
Economic Development	530,476																							
Regional Tourism	120,000																							
Regional Parks	586,944																							
Regional Area Services	1,211,500																							
Regional Area Services	3,285,096																							
Parks, Recreation, Culture & Facilities	494,673																							
Parks, Recreation, Culture & Facilities	494,673																							
Administration Building	2,013,930																							
Emergency Planning	827,704																							
Community Parks	2,013,930																							
Electoral Area Services	840,901																							
Electoral Area Services	840,901																							
Regional Parks	1,129,722																							
Regional Parks	1,129,722																							
Bright Angel Park	65,900																							
Bright Angel Park	65,900																							
South Cowichan Community Parks	62,500																							
South Cowichan Community Parks	62,500																							
Kinsol Trestle	102,000																							
Regional Parkland Acquisition	883,115																							
Regional Parkland Acquisition	883,115																							
Animal Control	73,151																							
Animal Control	73,151																							
Fire Protection	59,000																							
Fire Protection	59,000																							
North Oyster Fire Protection	2,307,609																							
North Oyster Fire Protection	2,307,609																							
Mesache Lake Fire Protection	443,774																							
Mesache Lake Fire Protection	443,774																							
Lake Cowichan Fire Protection	47,382																							
Lake Cowichan Fire Protection	47,382																							
Saltair Fire Protection	281,095																							
Saltair Fire Protection	281,095																							
Saltair Fire Protection	187,444																							
Saltair Fire Protection	187,444																							
Saltair Fire Protection	326,777																							
Saltair Fire Protection	326,777																							
Saltair Fire Protection	109,911																							
Saltair Fire Protection	109,911																							
English Bay Fire Protection	188,469																							
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Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)

SCHEDULE "B"

(Year 2018)

FUNCTION:	Funding Sources			Transfer from/to			Special Funds From			Gas Tax	(To)	Surplus of Prior Year	From Ops Reserve	Total Transfers	Total Revenue	5 year plan revenue	Variance	Expenditures		Total
	Requisition	Parcel Taxes	Other	Special Funds	Capital	Feasibility	Capital	Feasibility	Principal & Interest									Other	Deficit	
Cowichan Community Policing	124,900	-	-	-	-	-	-	-	-	-	-	465	-	465	125,365	125,365	-	125,365	-	125,365
Cowichan Valley Hospice Society	60,890	-	-	-	-	-	-	-	-	-	115	-	-	115	61,005	61,005	-	61,005	-	61,005
Engineering Services - Administration	2,570,635	-	257,804	17,500	-	-	-	-	-	-	-	-	-	17,500	2,731,535	2,731,535	-	2,731,535	-	2,731,535
Chetis Island Solid Waste & Recycling	797,500	26,546	463,400	(120,000)	-	-	-	-	-	-	(120,000)	-	-	463,263	26,546	26,546	-	26,546	-	26,546
Solid Waste Complex	2,541,000	-	1,650,880	113,700	75,000	-	-	-	-	-	(58,300)	-	-	113,700	1,796,880	1,796,880	-	1,796,880	-	1,796,880
Cowichan Flood Management	150,000	-	-	(7,500)	-	-	-	-	-	-	(7,500)	-	-	(7,500)	142,500	142,500	-	142,500	-	142,500
South Cowichan Water Study Plan	60,000	-	-	(1,366)	-	-	-	-	-	-	(1,366)	-	-	(1,366)	58,634	58,634	-	58,634	-	58,634
Liquid Waste Plan Central Sector	95,900	-	-	-	-	-	-	-	-	-	-	-	-	95,900	95,900	95,900	-	95,900	-	95,900
Liquid Waste Plan South Sector	103,356	-	-	83,324	-	-	-	-	-	-	(2,164)	-	16,644	83,324	186,680	186,680	-	186,680	-	186,680
Street Lighting - Mesachie	6,250	32,000	-	-	-	-	-	-	-	-	-	-	-	38,250	38,250	38,250	-	38,250	-	38,250
Street Lighting - Touloum	32,000	-	-	-	-	-	-	-	-	-	-	-	-	32,000	32,000	32,000	-	32,000	-	32,000
Street Lighting - Touloum	32,000	-	-	-	-	-	-	-	-	-	-	-	-	32,000	32,000	32,000	-	32,000	-	32,000
Street Lighting - Cowichan Bay	5,200	240	50	-	-	-	-	-	-	-	-	-	-	5,440	5,440	5,440	-	5,440	-	5,440
Street Lighting - Honeymoon Bay	26,000	-	-	-	-	-	-	-	-	-	-	-	-	26,000	26,000	26,000	-	26,000	-	26,000
Street Lighting - Mill Bay	2,500	-	100	-	-	-	-	-	-	-	-	-	-	2,600	2,600	2,600	-	2,600	-	2,600
Street Lighting - Cobble Hill	2,200	-	-	-	-	-	-	-	-	-	-	-	-	2,200	2,200	2,200	-	2,200	-	2,200
Critical Street Lighting A	2,500	2,200	-	-	-	-	-	-	-	-	-	-	-	4,700	4,700	4,700	-	4,700	-	4,700
Critical Street Lighting B	1,200	-	-	-	-	-	-	-	-	-	-	-	-	1,200	1,200	1,200	-	1,200	-	1,200
Critical Street Lighting C	3,100	-	-	-	-	-	-	-	-	-	-	-	-	3,100	3,100	3,100	-	3,100	-	3,100
Critical Street Lighting D	851	-	-	-	-	-	-	-	-	-	-	-	-	851	851	851	-	851	-	851
Critical Street Lighting E	4,800	-	-	-	-	-	-	-	-	-	-	-	-	4,800	4,800	4,800	-	4,800	-	4,800
Critical Street Lighting I	1,276	-	-	-	-	-	-	-	-	-	-	-	-	1,276	1,276	1,276	-	1,276	-	1,276
Asset Management	4,350	-	83,215	83,215	-	-	-	-	-	-	-	-	-	88,565	88,565	88,565	-	88,565	-	88,565
Street Lighting - Wilnot Road	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500	3,500	-	3,500	-	3,500
Street Lighting - Sentinel Ridge	3,500	-																		

Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)

FUNCTION:	(Year 2018)										SCHEDULE "B"																						
	Funding Sources		Transfer from/(to)		Special Funds		Special Funds From Feasibility		Surplus of Prior Year		From Ops Reserve		Total Transfers		Total Revenue		5 year plan revenue		Variance		Expenditures		Principal & Interest		Long Term		Capital		Other Purposes		Deficit prior year		Total Expenditures
TOTALS	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Special Funds From Feasibility	Gas Tax	(To)	(To)	From Ops Reserve	Total Transfers	Total Revenue	5 year plan revenue	Variance	Short Term	Long Term	Capital	Other Purposes	Deficit prior year	Total Expenditures	Short Term	Long Term	Capital	Other Purposes	Deficit prior year	Total Expenditures						
	37,970,405	2,489,707	10,928,400	17,899,762	11,457,443	80,764,717	8,038,953	2,994,928	20,000	3,396,927	(992,592)	2,081,326	2,619,700	10,120,289	90,875,006	2,539,946	5,047,072	24,689,014	58,609,974	10,000	90,875,006	2,539,946	5,047,072	24,689,014	58,609,974	10,000	90,875,006						

**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

SCHEDULE "B"

(Year 2019)

FUNCTION:	Funding Sources				Transfer from/(to)				Expenditures				Total Expenditures			
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term	Long Term		Capital	Other Purposes	Deficit prior year
General Government	2,377,000	-	-	228,500	-	2,605,500	-	-	-	2,605,500	-	-	35,000	2,570,500	-	2,605,500
Community Health Network	1,922,311	-	-	-	-	1,922,311	-	-	-	1,922,311	-	-	-	1,922,311	-	1,922,311
V. I. Regional Library	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homelessness	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
H.R. / I.T. / M.I.A. / G.I.S.	299,063	-	337,350	2,177,352	-	2,177,352	12,000	-	12,000	2,189,352	32,855	-	-	2,156,497	-	2,189,352
Malahat Transit	2,474,441	-	600,638	105,000	-	3,180,079	-	-	-	646,413	-	-	-	646,413	-	646,413
Transit	1,020,313	-	-	105,000	-	1,125,313	(50,000)	-	(50,000)	3,180,079	-	-	-	3,180,079	-	3,180,079
911	141,000	-	-	-	-	141,000	-	-	-	970,313	-	-	-	970,313	-	970,313
Grants-in-Aid	476,000	-	-	50,000	-	526,000	-	-	-	141,000	-	-	-	141,000	-	141,000
Economic Development	120,000	-	-	-	-	120,000	-	-	-	526,000	-	-	-	526,000	-	526,000
Regional Tourism	20,000	-	-	-	-	20,000	-	-	-	120,000	-	-	-	120,000	-	120,000
Electoral Feasibility Studies	600,000	-	-	313,000	-	913,000	-	-	-	913,000	-	-	-	913,000	-	913,000
Environmental Initiatives	-	-	-	3,270,687	-	3,270,687	-	-	-	3,270,687	-	3,270,687	-	-	-	3,270,687
Municipalities - M.F.A. Debt	-	-	-	497,426	-	497,426	-	-	-	497,426	-	-	-	497,426	-	497,426
Parks, Recreation, Culture & Facilities	793,549	-	27,845	920,652	-	920,652	-	-	-	920,652	52,916	154,753	-	712,983	920,652	920,652
Administration Building	1,877,804	-	3,000	22,536	-	1,903,340	14,543	-	14,543	1,917,883	357,487	-	236,350	1,324,046	1,917,883	1,917,883
Emergency Planning	908,923	-	-	-	-	908,923	-	-	-	1,917,883	-	-	-	908,923	-	908,923
Community Parks	857,586	-	-	-	-	857,586	-	-	-	908,923	-	-	-	857,586	-	857,586
Electoral Area Services	1,191,233	-	-	-	-	1,191,233	-	-	-	857,586	23,886	-	1,004,317	186,916	1,191,233	1,191,233
Parks & Trails	62,500	-	5,000	-	-	67,500	-	-	-	1,191,233	-	-	-	67,500	-	67,500
Regional Parks	62,500	-	-	-	-	62,500	-	-	-	67,500	-	-	-	62,500	-	62,500
Bright Angel Park	105,000	-	-	-	-	105,000	-	-	-	62,500	-	-	-	62,500	-	62,500
South Cowichan Community Parks	865,000	-	-	-	-	865,000	750,000	-	750,000	105,000	742,327	-	-	105,000	-	105,000
North Oyster Fire Protection	56,253	-	-	-	-	56,253	-	-	-	1,615,000	-	-	-	872,673	-	1,615,000
Mesaachie Lake Fire Protection	534,280	-	-	650,000	-	1,184,280	-	-	-	1,615,000	-	-	-	56,253	-	56,253
Lake Cowichan Fire Protection	2,369,119	-	-	-	-	2,369,119	-	-	-	1,184,280	-	-	-	1,184,280	-	1,184,280
Community Planning	448,976	-	94,633	-	-	543,609	(100,812)	-	(100,812)	2,369,119	168,764	-	-	2,369,119	-	2,369,119
North Oyster Fire Protection	47,382	-	-	6,000	-	53,382	(1,300)	-	(1,300)	442,797	-	-	-	274,033	-	442,797
Mesaachie Lake Fire Protection	286,717	-	-	-	-	286,717	-	-	-	442,797	-	-	-	52,082	-	52,082
Lake Cowichan Fire Protection	191,193	-	-	-	-	191,193	-	-	-	286,717	-	-	-	286,717	-	286,717
Saltair Fire Protection	244,907	-	-	1,935	-	246,842	40,000	-	40,000	286,717	38,991	16,678	40,000	191,193	191,193	191,193
Malahat Fire Protection	189,312	-	52,621	-	-	241,933	-	-	-	286,842	-	-	20,000	191,173	286,842	286,842
Eagle Heights Fire Protection	203,603	-	-	-	-	203,603	-	-	-	241,933	-	-	-	203,603	-	203,603
Honeymoon Bay Fire Protection	188,469	-	-	-	-	188,469	-	-	-	203,603	-	-	-	203,603	-	203,603
Youbou Fire Protection	185,992	-	-	-	-	185,992	50,000	-	50,000	238,469	-	-	50,000	135,992	185,992	185,992
Arts and Culture	130,000	-	-	-	-	130,000	-	-	-	185,992	-	-	-	130,000	-	130,000
Cowichan Lake Recreation	2,595,636	-	450,000	545,000	-	3,590,636	(50,000)	-	(50,000)	130,000	93,259	477,957	545,000	2,424,420	3,540,636	3,540,636
Kerry Park Recreation	2,888,582	-	840,000	-	-	3,728,582	-	-	-	3,590,636	395,585	92,212	215,000	3,025,785	3,728,582	3,728,582
Kerry Park Aquatic Service	100,000	-	-	-	-	100,000	-	-	-	100,000	-	-	-	100,000	-	100,000
Island Savings Centre	5,232,465	-	1,787,798	485,920	-	7,506,183	(468,000)	-	(468,000)	100,000	108,023	135,606	770,000	6,024,554	7,038,183	7,038,183
Island Savings Centre Theatre Loan	-	-	-	-	-	-	-	-	-	7,506,183	-	-	-	-	-	-
Theatre Grant - Area A	41,821	-	-	-	-	41,821	-	-	-	-	-	-	-	41,821	-	41,821
Theatre Grant - Area B	67,813	-	-	-	-	67,813	-	-	-	41,821	-	-	-	67,813	-	67,813
Theatre Grant - Area C	78,987	-	-	-	-	78,987	-	-	-	67,813	-	-	-	78,987	-	78,987
Theatre Grant - Area D	136,710	-	-	-	-	136,710	-	-	-	78,987	-	-	-	136,710	-	136,710
Theatre Grant - Area E	51,835	-	-	-	-	51,835	-	-	-	136,710	-	-	-	51,835	-	51,835
Cowichan Sportsplex - Area A	15,984	-	-	-	-	15,984	-	-	-	51,835	-	-	-	15,984	-	15,984
Cowichan Sportsplex - Area B	15,266	-	-	-	-	15,266	-	-	-	15,984	-	-	-	15,266	-	15,266
Cowichan Sportsplex - Area C	9,467	-	-	-	-	9,467	-	-	-	15,266	-	-	-	9,467	-	9,467
Cowichan Sportsplex - Area D	11,422	-	-	-	-	11,422	-	-	-	9,467	-	-	-	11,422	-	11,422
Cowichan Sportsplex - Area E	10,000	-	-	-	-	10,000	-	-	-	11,422	-	-	-	10,000	-	10,000
Recreation Mill Bay	8,454	-	-	-	-	8,454	-	-	-	10,000	-	-	-	8,454	-	8,454
Recreation Glenora	82,272	-	-	-	-	82,272	-	-	-	8,454	-	-	-	82,272	-	82,272
Recreation Salfair	12,500	-	-	-	-	12,500	-	-	-	82,272	36,272	-	-	46,000	-	46,000
Victim Services West	-	-	-	-	-	-	-	-	-	12,500	-	-	-	12,500	-	12,500

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**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

(Year 2019)

SCHEDULE "B"

FUNCTION:	Funding Sources				Transfer from/(to)				Expenditures			Total Expenditures			
	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term	Long Term		Capital	Other Purposes	Deficit prior year
Cowichan Lake Activity Centre	55,105	-	-	-	55,105	-	-	-	55,105	-	-	-	55,105	-	55,105
Victim Services	80,000	-	-	-	80,000	-	-	-	80,000	-	-	-	80,000	-	80,000
Recreation N. Oyster	94,474	-	-	-	94,474	-	-	-	94,474	-	-	-	94,474	-	94,474
Cowichan Aquatic Centre - Area E	27,405	-	-	-	27,405	-	-	-	27,405	-	-	-	27,405	-	27,405
Cowichan Wooden Boat Society	13,600	-	-	-	13,600	-	-	-	13,600	-	-	-	13,600	-	13,600
Shawnigan Lake Community Centre	7,455,75	522,500	24,000	-	1,292,075	-	-	-	1,292,075	36,315	260,000	-	995,760	-	1,292,075
Cobble Hill Historical Society	15,000	-	-	-	15,000	-	-	-	15,000	-	-	-	15,000	-	15,000
Cobble Hill Hall	18,000	-	-	-	18,000	-	-	-	18,000	-	-	-	18,000	-	18,000
Shawnigan Lake Historical Society	17,015	-	-	-	17,015	-	-	-	17,015	-	-	-	17,015	-	17,015
Cowichan Station Area Association Area E	21,524	-	-	-	21,524	-	-	-	21,524	-	-	-	21,524	-	21,524
Frank Jameson Centre	40,000	-	-	-	40,000	-	-	-	40,000	-	-	-	40,000	-	40,000
Senior Centre Grant	17,506	-	-	-	17,506	-	-	-	17,506	-	-	-	17,506	-	17,506
Kaatza Society	30,000	-	-	-	30,000	-	-	-	30,000	-	-	-	30,000	-	30,000
Mill Bay/Malahat Historical Society	10,000	-	-	-	10,000	-	-	-	10,000	-	-	-	10,000	-	10,000
Cowichan Station Association Area B	5,000	-	-	-	5,000	-	-	-	5,000	-	-	-	5,000	-	5,000
Cowichan Aquatic Centre - Area I	4,913	-	-	-	4,913	-	-	-	4,913	-	-	-	4,913	-	4,913
Cowichan Aquatic Centre - Area F	4,913	-	-	-	4,913	-	-	-	4,913	-	-	-	4,913	-	4,913
Shawnigan Basin Society	50,000	-	-	-	50,000	-	-	-	50,000	-	-	-	50,000	-	50,000
Nature and Habitat - Area I	-	-	200	-	200	-	-	-	200	-	-	-	200	-	200
Thetis Island Wharf	-	9,000	-	-	9,000	-	-	-	9,000	-	-	-	9,000	-	9,000
Thetis Island Boat Launch	-	1,000	-	-	1,000	-	-	-	1,000	-	-	-	1,000	-	1,000
Cowichan Lake Water Protection	-	-	800	-	800	-	-	-	800	-	-	-	800	-	800
Safer Futures	27,575	-	-	-	27,575	-	-	-	27,575	-	-	-	27,575	-	27,575
Community Planning	50,983	-	-	-	50,983	-	-	-	50,983	-	-	-	50,983	-	50,983
Cowichan Community Policing	60,019	-	-	-	60,019	-	-	-	60,019	-	-	-	60,019	-	60,019
Cowichan Valley Hospice Society	125,375	-	-	-	125,375	-	-	-	125,375	-	-	-	125,375	-	125,375
Engineering Services - Administration	61,000	-	310,000	-	310,000	-	-	-	310,000	-	-	-	310,000	-	310,000
Engineering Services - Utilities	-	-	-	2,410,000	2,410,000	-	-	-	2,410,000	45,812	50,000	-	2,314,188	-	2,410,000
Thetis Island Solid Waste & Recycling	-	22,213	-	-	22,213	-	-	-	22,213	-	-	-	22,213	-	22,213
Curbside Collection	4,520,900	-	1,135,787	-	1,629,187	(120,000)	-	(120,000)	1,509,187	-	144,820	-	1,364,367	-	1,509,187
Solid Waste Complex	150,000	2,541,000	-	-	7,061,900	(36,300)	-	(36,300)	7,025,600	294,657	264,941	-	6,466,002	-	7,025,600
Cowichan Flood Management	75,000	-	-	-	75,000	-	-	-	75,000	-	-	-	75,000	-	75,000
South Cowichan Water Study Plan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Liquid Waste Plan Central Sector	190,414	-	-	-	190,414	-	-	-	190,414	-	-	-	190,414	-	190,414
Liquid Waste Plan South Sector	6,500	-	-	-	6,500	-	-	-	6,500	-	-	-	6,500	-	6,500
Street Lighting - Mesachie	-	33,000	-	-	33,000	-	-	-	33,000	-	-	-	33,000	-	33,000
Street Lighting - Youbou	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Street Lighting - Brentwood	-	292	-	-	292	-	-	-	292	-	-	-	292	-	292
Street Lighting - Cowichan Bay	5,400	-	50	-	5,400	-	-	-	5,400	-	-	-	5,400	-	5,400
Street Lighting - Honeymoon Bay	28,000	-	-	-	28,000	-	-	-	28,000	-	-	-	28,000	-	28,000
Street Lighting - Mill Bay	-	2,400	100	-	2,500	-	-	-	2,500	-	-	-	2,500	-	2,500
Street Lighting - Cobble Hill	-	2,150	-	-	2,150	-	-	-	2,150	-	-	-	2,150	-	2,150
Critical Street Lighting A	2,575	-	-	-	2,575	-	-	-	2,575	-	-	-	2,575	-	2,575
Critical Street Lighting B	1,250	-	-	-	1,250	-	-	-	1,250	-	-	-	1,250	-	1,250
Critical Street Lighting C	3,200	-	-	-	3,200	-	-	-	3,200	-	-	-	3,200	-	3,200
Critical Street Lighting D	900	-	-	-	900	-	-	-	900	-	-	-	900	-	900
Critical Street Lighting E	4,950	-	-	-	4,950	-	-	-	4,950	-	-	-	4,950	-	4,950
Critical Street Lighting I	1,300	-	-	-	1,300	-	-	-	1,300	-	-	-	1,300	-	1,300
Asset Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Street Lighting - Wilmot Road	4,400	-	-	-	4,400	-	-	-	4,400	-	-	-	4,400	-	4,400
Street Lighting - Sentinel Ridge	3,600	-	-	-	3,600	-	-	-	3,600	-	-	-	3,600	-	3,600
Street Lighting - Twin Cedars	4,100	-	-	-	4,100	-	-	-	4,100	-	-	-	4,100	-	4,100
Street Lighting - Arbutus Mountain	4,200	-	-	-	4,200	-	-	-	4,200	-	-	-	4,200	-	4,200
Mill Springs Street Lighting	13,000	-	-	-	13,000	-	-	-	13,000	-	-	-	13,000	-	13,000

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Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)

(Year 2019)

SCHEDULE "B"

FUNCTION:	Funding Sources			Transfer from/(to)				Expenditures			Other Purposes	Deficit prior year	Total Expenditures	
	Parcel Tax Requisition	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term				Long Term
Satellite Park Water	48,400	32,000	-	-	80,400	-	-	-	80,400	-	11,981	-	68,419	80,400
Douglas Hill Water	51,200	50,000	-	-	101,200	-	-	-	101,200	-	11,337	-	89,863	101,200
Lambourn Water	42,000	94,000	-	-	136,000	-	-	-	136,000	-	7,088	-	128,912	136,000
Arbutus Mountain Water	50,000	50,000	-	-	100,000	-	-	-	100,000	-	-	-	100,000	100,000
Fern Ridge Water	19,600	16,000	-	-	35,600	-	-	-	35,600	-	1,735	-	33,865	35,600
Bald Mountain Water System	52,520	25,000	-	-	77,520	(8,000)	-	(8,000)	69,520	-	5,312	-	44,607	69,520
Dogwood Ridge Water System	23,100	26,819	-	-	49,919	(5,000)	-	(5,000)	44,919	-	6,608	-	272,597	49,919
Arbutus Ridge Water System	30,000	284,205	-	-	314,205	(5,000)	-	(5,000)	309,205	-	5,665	-	40,335	279,205
Carlton Water System	24,500	23,100	-	-	47,600	-	-	-	47,600	-	5,216	-	42,384	47,600
Shellwood Water System	29,444	42,000	-	-	71,444	(3,000)	-	(3,000)	68,444	-	22,526	-	29,444	71,444
Woodley Range Water System	46,570	23,000	-	-	69,570	(3,000)	-	(3,000)	66,570	-	8,506	-	66,044	69,570
Burnum Water System	32,600	191,000	-	-	223,600	2,910	-	2,910	226,510	-	36,850	-	52,600	223,600
Mesachie Lake Water	490,000	85,000	-	-	575,000	(40,000)	-	(40,000)	535,000	-	5,358	-	190,490	535,000
Saltair Water	36,850	72,000	-	-	108,850	(5,000)	-	(5,000)	103,850	-	2,623	-	25,744	108,850
Central Youbou Water Debt	159,354	14,000	-	-	173,354	-	-	-	173,354	-	125,000	4,000,000	37,000	173,354
Youbou Water	62,212	289,110	-	-	351,322	-	-	-	351,322	-	8,506	-	37,000	351,322
Honeymoon Bay Water	2,623	44,000	-	-	46,623	-	-	-	46,623	-	2,623	-	44,000	46,623
Honeymoon Bay Water (Well 2) Debt	25,744	14,000	-	-	39,744	-	-	-	39,744	-	25,744	-	25,744	39,744
Cherry Point Water	23,000	289,110	-	-	312,110	-	-	-	312,110	-	125,000	4,000,000	37,000	312,110
Shawnigan Lake North Water	281,025	44,000	-	-	325,025	-	-	-	325,025	-	1,000	-	37,000	325,025
Shawnigan Weir	20,000	7,500	-	-	27,500	-	-	-	27,500	-	7,500	-	64,000	27,500
Kerry Village Water	7,500	5,000	-	-	12,500	-	-	-	12,500	-	5,000	-	5,000	12,500
Lot Road Drainage	5,000	2,050	-	-	7,050	-	-	-	7,050	-	2,050	-	5,000	7,050
Inel Ridge Drainage	2,050	4,500	-	-	6,550	-	-	-	6,550	-	4,500	-	2,050	6,550
Shawnigan Lake East Drainage	4,500	3,800	-	-	8,300	-	-	-	8,300	-	3,800	-	4,500	8,300
Arbutus Mountain Drainage	3,800	4,200	-	-	8,000	-	-	-	8,000	-	4,200	-	3,800	8,000
Lanes Road Drainage	4,200	20,000	-	-	24,200	-	-	-	24,200	-	20,000	-	4,200	24,200
Bald Mountain Drainage System	-	20,000	-	-	20,000	-	-	-	20,000	-	2,880	-	60,620	20,000
Cobble Hill Drainage System	20,000	13,000	-	-	33,000	-	-	-	33,000	-	16,940	-	36,414	33,000
Arbutus Ridge Drainage System	13,000	53,500	-	-	66,500	-	-	-	66,500	-	74,500	-	74,500	66,500
Shawnigan Creek Cleanout System	-	300,000	-	-	300,000	(4,587)	-	(4,587)	295,413	-	32,546	110,000	386,367	295,413
Cowichan Bay Sewer	233,500	24,976	-	-	258,476	-	-	-	258,476	-	1,976	-	47,000	258,476
Bruillett Sewer System	24,000	78,000	-	-	102,000	-	-	-	102,000	-	10,632	-	130,950	102,000
Sentinel Ridge Sewer	52,950	34,500	-	-	87,450	-	-	-	87,450	-	10,632	-	40,016	87,450
Twin Cedars Sewer	52,000	86,600	-	-	138,600	-	-	-	138,600	-	10,632	-	114,928	138,600
Lambourn Sewer	38,960	55,000	-	-	93,960	-	-	-	93,960	-	2,880	-	150,000	93,960
Arbutus Mountain Sewer	95,000	30,500	-	-	125,500	-	-	-	125,500	-	2,880	-	60,620	125,500
Cobble Hill Sewer	35,000	17,354	-	-	52,354	-	-	-	52,354	-	16,940	-	36,414	52,354
Mesachie Lake Sewer	36,000	22,000	-	-	58,000	-	-	-	58,000	-	74,500	-	74,500	58,000
Bald Mountain Sewer System	53,500	85,000	-	-	138,500	-	-	-	138,500	-	143,284	-	192,600	138,500
Mill Springs Sewer System	109,600	422,755	-	-	532,355	-	-	-	532,355	-	279,471	-	279,471	532,355
Arbutus Ridge Sewer System	-	236,100	-	-	236,100	14,453	-	14,453	250,553	-	322,053	50,000	322,053	250,553
Eagle Heights Sewer	28,000	18,000	-	-	46,000	-	-	-	46,000	-	9,374	-	46,000	46,000
Maple Hills Sewer	155,000	161,100	-	-	316,100	-	-	-	316,100	-	31,725	-	275,001	316,100
Shawnigan Lake Sewer	28,000	75,000	-	-	103,000	(3,000)	-	(3,000)	100,000	-	6,287	-	93,713	100,000
Kerry Village Sewer	40,000	16,000	-	-	56,000	(5,000)	-	(5,000)	51,000	-	7,884	-	43,116	51,000
Youbou Sewer System	-	35,000	-	-	35,000	-	-	-	35,000	-	35,000	-	35,000	35,000
Elkington Water System	-	59,000	-	-	59,000	-	-	-	59,000	-	59,000	-	59,000	59,000
Elkington Forest Sewer System	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTALS	39,264,360	2,599,615	11,534,933	10,235,058	66,043,966	(1,093)	-	(1,093)	66,042,873	2,449,765	5,086,585	7,891,519	50,615,004	66,042

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**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

SCHEDULE "B"

FUNCTION:	Funding Sources				Transfer from/(to)				Expenditures			Deficit prior year	Total Expenditures	
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term			Long Term Capital
General Government	2,406,500			228,500		2,635,000				2,635,000			2,635,000	
Community Health Network	1,960,758					1,960,758				1,960,758			1,960,758	
V. L. Regional Library														
Homelessness														
H.R. J.T. (M.I.A./G.I.S.)	410,631		367,083	2,240,352	1,000,000	2,240,352				2,240,352			2,240,352	
Malahat Transit	2,574,952		605,000	112,000		3,291,952				1,788,714		28,283	760,431	1,788,714
911	1,030,516					1,030,516	(50,000)			3,291,952			3,291,952	
Grants-in-Aid	141,000					141,000				980,516			980,516	
Economic Development	486,000			50,000		536,000				141,000			141,000	
Regional Tourism	120,000					120,000				536,000			536,000	
Electoral Feasibility Studies	20,000					20,000				120,000			120,000	
Environmental Initiatives	610,000					610,000				20,000			20,000	
Municipalities - M.F.A. Debt				3,342,354		3,342,354				920,000	3,342,354		920,000	920,000
Parks, Recreation, Culture & Facilities														
Administration Building	801,479		28,123	826,474		829,602	(15,000)			507,375	52,916	154,753	618,805	826,474
Emergency Planning	1,881,420		3,000	22,536		1,906,956	70,000			814,602	357,487		814,602	1,976,956
Community Parks	927,101					927,101				1,976,956		236,350	1,383,119	1,976,956
Electoral Area Services	873,892					873,892				927,101			927,101	927,101
Parks & Trails	1,009,112					1,009,112				860,500	13,392	286,801	722,311	1,009,112
Bright Angel Park	65,500		5,000			70,500				70,500			70,500	70,500
South Cowichan Community Parks	62,500					62,500				62,500			62,500	62,500
Oil Trestle	105,000					105,000				105,000			105,000	105,000
3rd Annual Control	865,000					865,000	(122,673)			742,327	742,327			742,327
Enforcement & Inspection	57,379					57,379				57,379			57,379	57,379
Community Planning	532,758			650,000		1,182,758				1,182,758			1,182,758	1,182,758
North Oyster Fire Protection	2,416,819					2,416,819				2,416,819			2,416,819	2,416,819
Mesaachie Lake Fire Protection	453,458		94,633	6,000		548,091	(102,553)			445,538	168,764		276,774	445,538
Lake Cowichan Fire Protection	50,000					50,000	(1,300)			54,700			54,700	54,700
Saltair Fire Protection	292,451					292,451				292,451			292,451	292,451
Santiam Fire Protection	195,017			1,935		196,952				195,017			195,017	195,017
Malahat Fire Protection	244,907		52,621			297,528				246,842	12,487		195,364	246,842
Eagle Heights Fire Protection	189,312					189,312				241,933	21,562		220,351	241,933
Honeymoon Bay Fire Protection	207,675					207,675				207,675			207,675	207,675
Youbou Fire Protection	185,992					185,992				175,354			175,354	175,354
Arts and Culture	130,000					130,000				185,992			185,992	185,992
Cowichan Lake Recreation	2,895,902		450,000	105,000		3,250,902	(50,000)			3,201,902	93,259	477,957	2,525,866	3,201,902
Kerry Park Recreation	2,945,790		845,000			3,790,790				3,790,790	67,878	92,212	2,080,700	3,790,790
Kerry Park Aquatic Service	100,000					100,000				100,000			100,000	100,000
Island Savings Centre	5,768,981		1,818,764	660,920		8,248,665	(468,000)			7,780,665	108,023	135,606	6,145,036	7,780,665
Island Savings Centre Theatre Loan														
Theatre Grant - Area A	42,657					42,657				42,657			42,657	42,657
Theatre Grant - Area B	69,170					69,170				69,170			69,170	69,170
Theatre Grant - Area C	80,567					80,567				80,567			80,567	80,567
Theatre Grant N. Cowichan	139,444					139,444				139,444			139,444	139,444
Theatre Grant - Ladysmith	52,872					52,872				52,872			52,872	52,872
Cowichan Sportsplex - Area A	16,304					16,304				16,304			16,304	16,304
Cowichan Sportsplex - Area C	15,572					15,572				15,572			15,572	15,572
Cowichan Sportsplex - Area D	9,656					9,656				9,656			9,656	9,656
Cowichan Sportsplex - Area E	11,650					11,650				11,650			11,650	11,650
Recreation Mill Bay	10,000					10,000				10,000			10,000	10,000
Recreation Glenora	8,454					8,454				8,454			8,454	8,454
Recreation Saltair	82,272					82,272				82,272	36,272		46,000	82,272
Victim Services West	12,500					12,500				12,500			12,500	12,500

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**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

(Year 2020)

SCHEDULE "B"

FUNCTION:	Funding Sources				Transfer from/(to)				Expenditures			Total Expenditures				
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term		Long Term	Capital	Other Purposes	Deficit prior year
Cowichan Lake Activity Centre	55,105					55,105				55,105				55,105		55,105
Victim Services	80,000					80,000				80,000				80,000		80,000
Recreation N. Oyster	96,363					96,363				96,363				96,363		96,363
Cowichan Aquatic Centre - Area E	27,953					27,953				27,953				27,953		27,953
Cowichan Wooden Boat Society	13,600					13,600				13,600				13,600		13,600
Shawnigan Lake Community Centre	760,335		525,700	120,000		1,406,035				1,406,035	98,065	75,000		1,232,970		1,406,035
Cobble Hill Historical Society	15,000					15,000				15,000				15,000		15,000
Cobble Hill Hall	18,000					18,000				18,000				18,000		18,000
Shawnigan Lake Historical Society	17,015					17,015				17,015				17,015		17,015
Cowichan Station Area Association Area	21,524					21,524				21,524				21,524		21,524
Frank Jameson Centre	40,000					40,000				40,000				40,000		40,000
Senior Centre Grant	17,506					17,506				17,506				17,506		17,506
Kaanza Society	30,000					30,000				30,000				30,000		30,000
Mill Bay/Malahat Historical Society	10,000					10,000				10,000				10,000		10,000
Cowichan Station Association Area B	5,000					5,000				5,000				5,000		5,000
Cowichan Aquatic Centre - Area F	5,011					5,011				5,011				5,011		5,011
Cowichan Aquatic Centre - Area I	5,011					5,011				5,011				5,011		5,011
Shawnigan Basin Society	50,000					50,000				50,000				50,000		50,000
Nature and Habitat - Area I				200		200				200				200		200
Thetis Island Wharf		9,000				9,000				9,000				9,000		9,000
Thetis Island Boat Launch		1,000				1,000				1,000				1,000		1,000
Cowichan Lake Water Protection				800		800				800				800		800
Safer Futures	27,575					27,575				27,575				27,575		27,575
Community Planning	50,983					50,983				50,983				50,983		50,983
Community Policing	60,019					60,019				60,019				60,019		60,019
Community Policing	125,375					125,375				125,375				125,375		125,375
Cowichan Valley Hospice Society	61,000					61,000				61,000				61,000		61,000
Engineering Services - Administration				260,000		260,000				260,000				260,000		260,000
Engineering Services - Utilities					2,460,000	2,460,000				2,460,000	54,739	50,000		2,355,261		2,460,000
Thetis Island Solid Waste & Recycling		22,213				22,213				22,213				22,213		22,213
Curbside Collection			1,121,296	493,400		1,614,696	(120,000)		(120,000)	1,494,696		144,820		1,349,876		1,494,696
Solid Waste Complex	4,520,900		2,541,000			7,061,900	(36,300)		(36,300)	7,025,600	244,075	257,514		6,524,011		7,025,600
Cowichan Flood Management	150,000					150,000				150,000				150,000		150,000
South Cowichan Water Study Plan	75,000					75,000				75,000				75,000		75,000
Liquid Waste Plan Central Sector																
Liquid Waste Plan South Sector																
Street Lighting - Mesachie	6,750					6,750				6,750				6,750		6,750
Street Lighting - Youbou		34,000				34,000				34,000				34,000		34,000
Street Lighting - Brentwood				50		50				50				50		50
Street Lighting - Cowichan Bay	5,600					5,600				5,600				5,600		5,600
Street Lighting - Honeymoon Bay	30,000					30,000				30,000				30,000		30,000
Street Lighting - Mill Bay				100		100				100				100		100
Street Lighting - Cobble Hill		2,200				2,200				2,200				2,200		2,200
Critical Street Lighting A	2,650					2,650				2,650				2,650		2,650
Critical Street Lighting B	1,300					1,300				1,300				1,300		1,300
Critical Street Lighting C	3,300					3,300				3,300				3,300		3,300
Critical Street Lighting D	900					900				900				900		900
Critical Street Lighting E	5,100					5,100				5,100				5,100		5,100
Critical Street Lighting I	1,340					1,340				1,340				1,340		1,340
Asset Management																
Street Lighting - Wilmot Road	4,450					4,450				4,450				4,450		4,450
Street Lighting - Sentinel Ridge	3,700					3,700				3,700				3,700		3,700
Street Lighting - Twin Cedars	4,200					4,200				4,200				4,200		4,200
Street Lighting - Arbutus Mountain	4,200					4,200				4,200				4,200		4,200
Mill Springs Street Lighting	13,000					13,000				13,000				13,000		13,000

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Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)

SCHEDULE "B"

(Year 2020)

FUNCTION:	Funding Sources				Transfer from/(to)				Expenditures			Total Expenditures				
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term		Long Term	Capital	Other Purposes	Deficit prior year
Satellite Park Water		49,960	34,000	-	-	83,960	-	-	-	83,960	-	11,981	-	71,979	-	83,960
Douglas Hill Water		51,200	51,000	-	-	102,200	-	-	-	102,200	-	11,337	-	90,863	-	102,200
Lambourn Water		43,000	94,000	-	-	137,000	-	-	-	137,000	-	7,088	-	129,912	-	137,000
Arbutus Mountain Water		55,000	50,000	-	-	105,000	-	-	-	105,000	-	-	-	105,000	-	105,000
Fern Ridge Water		20,000	16,000	45,000	-	81,000	5,000	-	5,000	86,000	-	3,000	-	83,000	-	86,000
Bald Mountain Water System		52,520	27,000	-	-	79,520	(7,000)	-	(7,000)	72,520	-	5,312	-	49,507	-	72,520
Dogwood Ridge Water System		28,000	26,819	-	-	54,819	(5,000)	-	(5,000)	49,819	-	6,608	-	281,092	-	287,700
Arbutus Ridge Water System		30,000	16,000	-	-	46,000	-	-	-	46,000	-	5,665	-	40,335	-	46,000
Carlton Water System		25,000	23,100	-	-	48,100	-	-	-	48,100	-	5,216	-	42,884	-	48,100
Shellwood Water System		29,444	-	-	-	29,444	-	-	-	29,444	-	-	-	29,444	-	29,444
Woodley Range Water System		46,570	43,000	-	-	89,570	-	-	-	89,570	-	22,526	-	67,044	-	89,570
Burnum Water System		33,000	23,000	-	-	56,000	(3,000)	-	(3,000)	53,000	-	-	-	53,000	-	53,000
Mesachie Lake Water		480,000	192,000	-	-	672,000	-	-	-	672,000	-	-	300,000	382,000	-	682,000
Saltair Water		36,850	85,000	-	-	121,850	-	-	-	121,850	-	36,850	-	188,994	-	36,850
Central Youbou Water Debt		177,858	72,000	-	-	249,858	-	-	-	249,858	-	8,506	50,000	198,994	-	262,858
Youbou Water		62,212	72,000	-	-	134,212	(5,000)	-	(5,000)	129,212	-	2,623	-	129,212	-	129,212
Honeymoon Bay (Sutton Cr.) Water Debt		2,623	2,623	-	-	5,246	-	-	-	5,246	-	2,623	-	2,623	-	2,623
Honeymoon Bay Water (Well 2) Debt		25,744	14,000	-	-	39,744	(2,000)	-	(2,000)	37,744	-	25,744	-	40,000	-	25,744
Cherry Point Water		28,000	293,159	-	-	321,159	-	-	-	321,159	-	257,000	-	317,184	-	574,184
Shawnigan Lake North Water		281,025	293,159	-	-	574,184	-	-	-	574,184	-	1,000	-	1,000	-	1,000
Shawnigan Weir		22,600	44,000	-	-	66,600	-	-	-	66,600	-	66,600	-	66,600	-	66,600
Kerry Village Water		7,000	7,000	-	-	14,000	-	-	-	14,000	-	7,000	-	7,000	-	7,000
34 lot Road Drainage		5,000	5,000	-	-	10,000	-	-	-	10,000	-	5,000	-	5,000	-	5,000
Shawnigan Lake East Drainage		2,100	2,100	-	-	4,200	-	-	-	4,200	-	2,100	-	2,100	-	2,100
Arbutus Mountain Drainage		4,500	4,500	-	-	9,000	-	-	-	9,000	-	4,500	-	4,500	-	4,500
Lanes Road Drainage		3,800	3,800	-	-	7,600	-	-	-	7,600	-	3,800	-	3,800	-	3,800
Bald Mountain Drainage System		4,400	4,400	-	-	8,800	-	-	-	8,800	-	4,400	-	4,400	-	4,400
Cobble Hill Drainage System		20,000	-	-	-	20,000	-	-	-	20,000	-	-	-	-	-	-
Arbutus Ridge Drainage System		14,000	-	-	-	14,000	-	-	-	14,000	-	-	-	-	-	-
Shawnigan Creek Cleanout System		233,500	300,000	-	-	533,500	195,413	-	195,413	728,913	-	44,673	1,690,000	(1,005,760)	-	728,913
Cowichan Bay Sewer		24,000	24,976	-	-	48,976	-	-	-	48,976	-	1,976	-	47,000	-	48,976
Bruillett Sewer System		52,950	80,000	-	-	132,950	-	-	-	132,950	-	-	-	132,950	-	132,950
Sentinel Ridge Sewer		55,000	34,500	-	-	89,500	-	-	-	89,500	-	-	-	89,500	-	89,500
Twin Cedars Sewer		39,000	86,459	-	-	125,459	-	-	-	125,459	-	10,632	-	114,827	-	125,459
Lambourn Sewer		95,000	55,000	-	-	150,000	-	-	-	150,000	-	-	-	150,000	-	150,000
Arbutus Mountain Sewer		35,000	30,600	-	-	65,600	(3,000)	-	(3,000)	62,600	-	-	-	62,600	-	62,600
Cobble Hill Sewer		37,000	17,354	-	-	54,354	-	-	-	54,354	-	16,940	-	37,414	-	54,354
Mesachie Lake Sewer		53,500	24,000	-	-	77,500	(2,000)	-	(2,000)	75,500	-	-	-	75,500	-	75,500
Bald Mountain Sewer System		109,600	85,000	-	-	194,600	(2,000)	-	(2,000)	192,600	-	-	-	192,600	-	192,600
Mill Springs Sewer System		422,755	262,000	-	-	684,755	(5,000)	-	(5,000)	679,755	-	143,284	-	274,471	-	417,755
Arbutus Ridge Sewer System		30,000	161,100	28,000	-	219,100	164,453	-	164,453	383,553	-	5,252	20,000	286,848	-	454,453
Eagle Heights Sewer		160,000	161,100	-	-	321,100	(10,000)	-	(10,000)	311,100	-	6,287	-	286,848	-	312,100
Maple Hills Sewer		28,000	75,000	-	-	103,000	(3,000)	-	(3,000)	100,000	-	-	-	93,713	-	100,000
Shawnigan Lake Sewer		40,000	16,000	-	-	56,000	10,000	-	10,000	66,000	-	-	20,000	46,000	-	66,000
Kerry Village Sewer		-	41,000	-	-	41,000	-	-	-	41,000	-	-	-	41,000	-	41,000
Youbou Sewer System		-	61,000	-	-	61,000	-	-	-	61,000	-	-	-	61,000	-	61,000
Elkington Water System		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Elkington Forest Sewer System		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTALS		40,045,838	2,651,569	11,651,442	9,978,996	3,505,000	(584,960)	-	(584,960)	67,247,885	2,114,401	5,280,324	6,775,151	53,078,009	-	67,247

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**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

FUNCTION:	(Year 2021)										SCHEDULE "B"				Total Expenditures	
	Funding Sources					Transfer from/(to)					Expenditures					
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term	Long Term	Capital	Other Purposes		Deficit prior year
General Government	2,482,500	-	-	228,500	-	2,711,000	-	-	-	2,711,000	-	-	35,000	2,676,000	-	2,711,000
Community Health Network	1,999,973	-	-	-	-	1,999,973	-	-	-	1,999,973	-	-	-	1,999,973	-	1,999,973
V. I. Regional Library	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homelessness	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
H.R. / I.T. / M.I.A./G.I.S.	444,976	-	387,273	2,299,538	-	2,299,538	-	-	-	2,299,538	-	-	-	2,266,683	-	2,299,538
Malahat Transit	2,605,516	-	638,275	114,000	-	843,749	-	-	-	843,749	-	68,109	-	775,640	-	843,749
911	1,040,821	-	-	114,000	-	3,357,791	-	-	-	3,357,791	-	-	-	3,357,791	-	3,357,791
Grants-in-Aid	141,000	-	-	-	-	141,000	(50,000)	(50,000)	(50,000)	990,821	-	-	-	990,821	-	990,821
Economic Development	496,000	-	-	50,000	-	546,000	-	-	-	141,000	-	-	-	141,000	-	141,000
Regional Tourism	120,000	-	-	-	-	120,000	-	-	-	546,000	-	-	-	546,000	-	546,000
Electoral Feasibility Studies	20,000	-	-	-	-	20,000	-	-	-	120,000	-	-	-	120,000	-	120,000
Environmental Initiatives	620,000	-	-	-	-	620,000	-	-	-	20,000	-	-	-	20,000	-	20,000
Municipalities - M.F.A. Debt	-	-	-	310,000	-	930,000	-	-	-	930,000	-	-	-	930,000	-	930,000
Parks, Recreation, Culture & Facilities	-	-	-	3,232,354	-	3,232,354	-	-	-	3,232,354	-	3,232,354	-	3,232,354	-	3,232,354
Administration Building	-	-	-	517,522	-	517,522	-	-	-	517,522	-	154,753	-	517,522	-	517,522
Emergency Planning	809,494	-	28,404	826,474	-	826,474	(15,000)	(15,000)	(15,000)	826,474	-	-	-	826,474	-	826,474
Community Parks	1,685,119	-	4,000	22,536	-	1,711,655	-	-	-	822,898	-	-	-	822,898	-	822,898
Electoral Area Services	945,643	-	-	-	-	945,643	-	-	-	1,711,655	-	-	-	1,367,655	-	1,711,655
Parks & Trails	890,792	-	-	-	-	890,792	-	-	-	945,643	-	-	-	945,643	-	945,643
Regional Parks	1,026,075	-	-	-	-	1,026,075	-	-	-	890,792	-	-	-	890,792	-	890,792
Bright Angel Park	65,500	-	5,000	-	-	70,500	-	-	-	1,026,075	-	-	-	1,026,075	-	1,026,075
South Cowichan Community Parks	62,500	-	-	-	-	62,500	-	-	-	70,500	-	-	-	70,500	-	70,500
Winnipeg Trestle	105,000	-	-	-	-	105,000	-	-	-	62,500	-	-	-	62,500	-	62,500
Official Parkland Acquisition	865,000	-	-	-	-	865,000	(122,673)	(122,673)	(122,673)	742,327	-	400,000	(295,000)	105,000	-	742,327
Enforcement & Inspection	58,526	-	-	-	-	58,526	-	-	-	742,327	-	-	-	58,526	-	58,526
Community Planning	581,700	-	-	650,000	-	1,231,700	-	-	-	1,231,700	-	-	-	1,231,700	-	1,231,700
North Oyster Fire Protection	2,464,519	-	-	-	-	2,464,519	-	-	-	2,464,519	-	-	-	2,464,519	-	2,464,519
Mesachie Lake Fire Protection	457,985	-	94,633	6,000	-	552,618	(104,313)	(104,313)	(104,313)	448,305	-	-	-	448,305	-	448,305
Lake Cowichan Fire Protection	50,000	-	-	-	-	50,000	(1,300)	(1,300)	(1,300)	54,700	-	-	-	54,700	-	54,700
Saltair Fire Protection	298,300	-	-	-	-	298,300	-	-	-	298,300	-	-	-	298,300	-	298,300
Santiam Fire Protection	198,917	-	-	1,935	-	198,917	-	-	-	198,917	-	50,000	-	198,917	-	198,917
Malahat Fire Protection	244,907	-	-	-	-	244,942	-	-	-	246,842	-	-	-	246,842	-	246,842
Eagle Heights Fire Protection	189,312	-	52,621	-	-	241,933	-	-	-	241,933	-	21,582	-	220,351	-	241,933
Honeymoon Bay Fire Protection	211,829	-	-	-	-	211,829	-	-	-	211,829	-	-	-	211,829	-	211,829
Youbou Fire Protection	192,257	-	-	-	-	192,257	(15,000)	(15,000)	(15,000)	177,257	-	-	-	177,257	-	177,257
Arts and Culture	185,992	-	-	-	-	185,992	-	-	-	185,992	-	-	-	185,992	-	185,992
Cowichan Lake Recreation	162,500	-	-	340,000	-	162,500	(50,000)	(50,000)	(50,000)	162,500	-	-	-	162,500	-	162,500
Kerry Park Recreation	2,655,719	-	450,000	-	-	3,445,719	-	-	-	3,395,719	-	477,957	-	2,526,938	-	3,395,719
Kerry Park Aquatic Service	3,002,348	-	850,000	-	-	3,852,348	-	-	-	3,852,348	-	92,212	-	2,981,915	-	3,852,348
Island Savings Centre Theatre Loan	100,000	-	-	-	-	100,000	(468,000)	(468,000)	(468,000)	100,000	-	-	-	100,000	-	100,000
Theatre Grant - Area A	5,193,307	-	1,850,349	385,920	-	7,429,576	-	-	-	6,961,576	-	135,606	1,450,000	5,375,970	-	6,961,576
Theatre Grant - Area B	43,511	-	-	-	-	43,511	-	-	-	43,511	-	-	-	43,511	-	43,511
Theatre Grant - Area C	70,553	-	-	-	-	70,553	-	-	-	70,553	-	-	-	70,553	-	70,553
Theatre Grant N. Cowichan	82,178	-	-	-	-	82,178	-	-	-	82,178	-	-	-	82,178	-	82,178
Theatre Grant - Ladysmith	142,233	-	-	-	-	142,233	-	-	-	142,233	-	-	-	142,233	-	142,233
Cowichan Sportsplex - Area A	53,929	-	-	-	-	53,929	-	-	-	53,929	-	-	-	53,929	-	53,929
Cowichan Sportsplex - Area B	16,630	-	-	-	-	16,630	-	-	-	16,630	-	-	-	16,630	-	16,630
Cowichan Sportsplex - Area C	15,883	-	-	-	-	15,883	-	-	-	15,883	-	-	-	15,883	-	15,883
Cowichan Sportsplex - Area D	9,849	-	-	-	-	9,849	-	-	-	9,849	-	-	-	9,849	-	9,849
Cowichan Sportsplex - Area E	11,883	-	-	-	-	11,883	-	-	-	11,883	-	-	-	11,883	-	11,883
Recreation Mill Bay	10,000	-	-	-	-	10,000	-	-	-	10,000	-	-	-	10,000	-	10,000
Recreation Glenora	8,454	-	-	-	-	8,454	-	-	-	8,454	-	-	-	8,454	-	8,454
Recreation Saltair	82,272	-	-	-	-	82,272	-	-	-	82,272	-	-	-	82,272	-	82,272
Victim Services West	12,500	-	-	-	-	12,500	-	-	-	12,500	-	-	-	12,500	-	12,500

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**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

(Year 2021)

SCHEDULE "B"

FUNCTION:	Funding Sources				Transfer from/(to)				Expenditures			Total Expenditures				
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term		Long Term	Capital	Other Purposes	Deficit prior year
Cowichan Lake Activity Centre	55,105					55,105				55,105				55,105		55,105
Victim Services	80,000					80,000				80,000				80,000		80,000
Recreation N. Oyster	98,290					98,290				98,290				98,290		98,290
Cowichan Aquatic Centre - Area E	28,512					28,512				28,512				28,512		28,512
Cowichan Wooden Boat Society	13,600					13,600				13,600				13,600		13,600
Shawinigan Lake Community Centre	798,365		530,000	75,000		1,393,365		-		1,393,365	98,065		50,000	1,245,300		1,393,365
Cobble Hill Historical Society	15,000					15,000				15,000				15,000		15,000
Cobble Hill Hall	18,000					18,000				18,000				18,000		18,000
Shawinigan Lake Historical Society	17,015					17,015				17,015				17,015		17,015
Cowichan Station Area Association Area E	21,524					21,524				21,524				21,524		21,524
Frank Jameson Centre	40,000					40,000				40,000				40,000		40,000
Senior Centre Grant	17,506					17,506				17,506				17,506		17,506
Kaatza Society	30,000					30,000				30,000				30,000		30,000
Mill Bay/Malahat Historical Society	10,000					10,000				10,000				10,000		10,000
Cowichan Station Association Area B	5,000					5,000				5,000				5,000		5,000
Cowichan Aquatic Centre - Area F	5,111					5,111				5,111				5,111		5,111
Cowichan Aquatic Centre - Area I	5,111					5,111				5,111				5,111		5,111
Shawinigan Basin Society	50,000					50,000				50,000				50,000		50,000
Nature and Habitat - Area I		9,000		200		9,200				9,200				9,200		9,200
Theftis Island Wharf		1,000				1,000				1,000				1,000		1,000
Theftis Island Boat Launch				800		800				800				800		800
Cowichan Lake Water Protection																
Safer Futures	27,575					27,575				27,575				27,575		27,575
Community Planning	50,983					50,983				50,983				50,983		50,983
Cowichan Community Policing	60,019					60,019				60,019				60,019		60,019
Cowichan Community Policing	125,375					125,375				125,375				125,375		125,375
Cowichan Valley Hospice Society	61,000					61,000				61,000				61,000		61,000
Engineering Services - Administration				265,000		265,000				265,000				265,000		265,000
Engineering Services - Utilities					2,522,000	2,522,000				2,522,000	62,000			2,584,000		2,584,000
Theftis Island Solid Waste & Recycling		22,213	1,107,458	493,400		1,600,858	(120,000)		(120,000)	1,480,858		144,820		1,336,038		1,480,858
Curbside Collection			2,541,000			2,541,000	(136,300)		(136,300)	6,473,792	219,357	232,451		6,473,792		6,925,600
Solid Waste Complex	4,520,900					4,520,900				4,520,900				4,520,900		4,520,900
Cowichan Flood Management	150,000					150,000				150,000				150,000		150,000
South Cowichan Water Study Plan	75,000					75,000				75,000				75,000		75,000
Liquid Waste Plan Central Sector																
Liquid Waste Plan South Sector																
Street Lighting - Mesachie	7,000					7,000				7,000				7,000		7,000
Street Lighting - Youbou		35,000				35,000				35,000				35,000		35,000
Street Lighting - Brentwood			260	50		310				310				310		310
Street Lighting - Cowichan Bay	5,800					5,800				5,800				5,800		5,800
Street Lighting - Honeymoon Bay	32,000					32,000				32,000				32,000		32,000
Street Lighting - Mill Bay			2,500	100		2,600				2,600				2,600		2,600
Street Lighting - Cobble Hill		2,250				2,250				2,250				2,250		2,250
Critical Street Lighting A	2,725					2,725				2,725				2,725		2,725
Critical Street Lighting B	1,350					1,350				1,350				1,350		1,350
Critical Street Lighting C	3,400					3,400				3,400				3,400		3,400
Critical Street Lighting D	950					950				950				950		950
Critical Street Lighting E	5,250					5,250				5,250				5,250		5,250
Critical Street Lighting I	1,380					1,380				1,380				1,380		1,380
Asset Management																
Street Lighting - Wilmot Road	4,500					4,500				4,500				4,500		4,500
Street Lighting - Sentinel Ridge	3,800					3,800				3,800				3,800		3,800
Street Lighting - Twin Cedars	4,200					4,200				4,200				4,200		4,200
Street Lighting - Arbutus Mountain	4,300					4,300				4,300				4,300		4,300
Mill Springs Street Lighting	13,000					13,000				13,000				13,000		13,000
Satellite Park Water		49,960	35,000			84,960				84,960		11,981		72,979		72,979

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**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

(Year 2021)

SCHEDULE "B"

FUNCTION:	Funding Sources				Transfer from/(to)				Expenditures			Other Purposes	Deficit prior year	Total Expenditures	
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest				Short Term
Douglas Hill Water		51,200	52,000			103,200						11,337		91,863	103,200
Lambour Water		43,000	95,000			138,000						7,088		130,912	138,000
Arbutus Mountain Water		110,000	52,000		110,000	272,000							160,000	112,000	272,000
Fern Ridge Water		22,700	16,000			38,700						3,000		35,700	38,700
Bald Mountain Water System		52,520	30,000			82,520	(10,000)							72,520	82,520
Dogwood Ridge Water System		28,850	26,819			55,669						5,312		50,357	55,669
Arbutus Ridge Water System		31,000	16,000			47,000						6,608		283,392	300,000
Carroll Water System		25,000	23,500			48,500						5,665		41,335	47,000
Shellwood Water System		29,444				29,444						5,216		43,284	48,500
Woodley Range Water System		46,570	44,000			90,570						22,526		68,044	90,570
Burnum Water System		33,000	23,000			56,000	(3,000)							53,000	53,000
Mesachie Lake Water		490,000	193,000			683,000							300,000	383,000	683,000
Saltair Water		36,850	36,850			73,700						36,850		36,850	73,700
Central Youbou Water Debt		178,504	85,000			263,504	(50,000)					8,506		199,640	213,504
Youbou Water		62,212	73,000			135,212	(5,000)							130,212	130,212
Honeymoon Bay (Sutton Cr.) Water Debt						2,623						2,623			2,623
Honeymoon Bay Water (Well 2) Debt						25,744								25,744	25,744
Cherry Point Water		29,600	43,600			73,200	(3,000)							40,600	40,600
Shawnigan Lake North Water		281,025	286,600			567,625						257,000		310,625	567,625
Shawnigan Weir					1,000	1,000								1,000	1,000
Kerry Village Water		22,800	44,000			66,800								66,800	66,800
Wilnot Road Drainage		8,000				8,000								8,000	8,000
Central Ridge Drainage		6,000				6,000								6,000	6,000
Shawnigan Lake East Drainage		2,100				2,100								2,100	2,100
Arbutus Mountain Drainage		5,000				5,000								5,000	5,000
Lanes Road Drainage		3,800				3,800								3,800	3,800
Bald Mountain Drainage System		5,000				5,000								5,000	5,000
Arbutus Ridge Drainage System		20,000				20,000								20,000	20,000
Cobble Hill Drainage System		14,000				14,000								14,000	14,000
Shawnigan Creek Cleanout System														20,000	20,000
Cowichan Bay Sewer		233,500	300,000			533,500	(4,587)					132,787	30,000	366,126	528,913
Brulett Sewer System		25,000	24,926			49,926						1,976		47,950	49,926
Sentinel Ridge Sewer		52,950	80,000			132,950								132,950	132,950
Twin Cedars Sewer		62,320	35,000			97,320								97,320	97,320
Lambour Sewer		39,000	87,959			126,959						10,632		116,327	126,959
Arbutus Mountain Sewer		96,000	55,000			151,000								151,000	151,000
Cobbie Hill Sewer		46,710	32,000			78,710	(5,000)							73,710	73,710
Mesachie Lake Sewer		37,000	17,354			54,354						16,940		37,414	54,354
Bald Mountain Sewer System		55,000	25,000			80,000	(5,000)							75,000	75,000
Mill Springs Sewer System		112,329	85,000			197,329	(3,000)							194,329	194,329
Arbutus Ridge Sewer System			422,755			422,755	(5,000)					143,284		274,471	417,755
Eagle Heights Sewer		30,000	300,000			330,000	144,453							444,453	444,453
Maple Hills Sewer		160,000	20,000			180,000	(4,000)					4,131	20,000	290,869	315,000
Shawnigan Lake Sewer		31,100	165,000			196,100	(10,000)							103,813	110,100
Kerry Village Sewer		41,000	16,000		4,000	61,000								57,000	61,000
Youbou Sewer System														70,000	70,000
Elkington Water System														79,000	79,000
Elkington Forest Sewer System														79,000	79,000
TOTALS		39,756,448	2,743,774	11,840,686	9,835,829	66,808,738	(1,045,720)				1,709,079	5,259,593	3,734,000	55,060,346	65,770,000

R4

**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

FUNCTION:	(Year 2022)										SCHEDULE "B"					
	Funding Sources					Transfer from/(to)					Expenditures					
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term	Long Term	Capital	Other Purposes	Deficit prior year	Total Expenditures
General Government	2,490,500	-	-	228,500	-	2,719,000	-	-	-	2,719,000	-	-	-	-	-	2,719,000
Community Health Network	2,039,972	-	-	-	-	2,039,972	-	-	-	2,039,972	-	-	-	2,039,972	-	2,039,972
V. I. Regional Library	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homelessness	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
H.R. / I.T. / M.I.A./G.I.S.	459,989	387,273	2,351,261	12,000	-	2,351,261	12,000	-	12,000	2,363,261	32,855	-	-	2,330,406	-	2,363,261
Malahat Transit	2,725,842	642,775	116,000	-	-	3,484,617	-	-	-	3,484,617	68,109	-	-	791,153	-	859,262
Transit	1,051,227	-	-	-	-	1,051,227	(50,000)	(50,000)	(50,000)	3,484,617	-	-	-	3,484,617	-	3,484,617
911	-	-	-	-	-	-	-	-	-	1,001,227	-	-	-	1,001,227	-	1,001,227
Grants-in-Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Development	506,000	-	50,000	-	-	556,000	-	-	-	556,000	-	-	-	556,000	-	556,000
Regional Tourism	120,000	-	-	-	-	120,000	-	-	-	120,000	-	-	-	120,000	-	120,000
Electoral Feasibility Studies	20,000	-	-	-	-	20,000	-	-	-	20,000	-	-	-	20,000	-	20,000
Environmental Initiatives	630,000	-	310,000	-	-	940,000	-	-	-	940,000	-	-	-	940,000	-	940,000
Municipalities - M.F.A. Debt	-	-	3,222,354	-	-	3,222,354	-	-	-	3,222,354	3,222,354	-	-	-	-	3,222,354
Parks, Recreation, Culture & Facilities	-	-	527,873	-	-	527,873	-	-	-	527,873	-	-	-	527,873	-	527,873
Administration Building	-	-	832,486	-	-	832,486	-	-	-	832,486	52,916	149,888	-	629,682	-	832,486
Emergency Planning	817,589	28,688	846,277	-	-	846,277	(20,000)	(20,000)	(20,000)	826,277	-	-	312,000	826,277	-	826,277
Community Parks	1,689,119	4,000	1,715,655	22,536	-	1,715,655	-	-	-	1,715,655	-	-	-	1,403,655	-	1,715,655
Electoral Area Services	1,059,555	-	1,059,555	-	-	1,059,555	-	-	-	1,059,555	-	-	-	1,059,555	-	1,059,555
Parks & Trails	895,511	-	895,511	-	-	895,511	-	-	-	895,511	10,511	-	-	885,000	-	895,511
Regional Parks	1,023,951	-	1,023,951	-	-	1,023,951	-	-	-	1,023,951	-	50,000	-	973,951	-	1,023,951
Bright Angel Park	65,500	5,000	70,500	-	-	70,500	-	-	-	70,500	-	-	-	70,500	-	70,500
South Cowichan Community Parks	62,500	-	62,500	-	-	62,500	-	-	-	62,500	-	-	-	62,500	-	62,500
Winnipeg Trestle	105,000	-	105,000	-	-	105,000	-	-	-	105,000	-	-	-	105,000	-	105,000
Coastal Parkland Acquisition	865,000	-	865,000	-	-	865,000	(122,673)	(122,673)	(122,673)	742,327	742,327	-	-	742,327	-	742,327
Coastal Control	59,697	-	59,697	-	-	59,697	-	-	-	59,697	-	-	-	59,697	-	59,697
Enforcement & Inspection	581,701	-	650,000	-	-	1,231,701	-	-	-	1,231,701	-	-	-	1,231,701	-	1,231,701
Community Planning	2,488,309	-	2,488,309	-	-	2,488,309	-	-	-	2,488,309	-	-	-	2,488,309	-	2,488,309
North Oyster Fire Protection	462,557	94,633	557,190	6,000	-	557,190	(106,089)	(106,089)	(106,089)	451,101	168,764	-	-	282,337	-	451,101
Mesachie Lake Fire Protection	50,000	-	50,000	-	-	50,000	(1,300)	(1,300)	(1,300)	54,700	-	-	-	54,700	-	54,700
Lake Cowichan Fire Protection	304,266	-	304,266	-	-	304,266	-	-	-	304,266	-	-	-	304,266	-	304,266
Saltair Fire Protection	202,895	-	202,895	-	-	202,895	-	-	-	202,895	-	-	-	202,895	-	202,895
Santiam Fire Protection	244,907	-	244,907	1,935	-	246,842	-	-	-	246,842	-	50,000	-	196,842	-	246,842
Malahat Fire Protection	189,312	52,621	241,933	-	-	241,933	-	-	-	241,933	21,582	-	-	220,351	-	241,933
Eagle Heights Fire Protection	216,065	-	216,065	-	-	216,065	-	-	-	216,065	-	-	-	216,065	-	216,065
Honeymoon Bay Fire Protection	194,180	-	194,180	-	-	194,180	-	-	-	194,180	-	-	-	194,180	-	194,180
Youbou Fire Protection	185,992	-	185,992	-	-	185,992	-	-	-	185,992	-	-	-	185,992	-	185,992
Arts and Culture	162,500	-	162,500	-	-	162,500	-	-	-	162,500	-	-	-	162,500	-	162,500
Cowichan Lake Recreation	2,606,252	450,000	3,206,252	150,000	-	3,156,252	(50,000)	(50,000)	(50,000)	3,156,252	477,957	150,000	-	3,389,455	-	3,156,252
Kerry Park Recreation	2,907,888	855,000	3,762,888	-	-	3,762,888	-	-	-	3,762,888	263,221	18,000	-	3,389,455	-	3,762,888
Kerry Park Aquatic Service	100,000	-	100,000	-	-	100,000	-	-	-	100,000	-	-	-	100,000	-	100,000
Island Savings Centre	5,221,449	1,882,565	385,920	-	-	7,489,934	(468,000)	(468,000)	(468,000)	7,021,934	135,606	1,385,000	-	5,501,328	-	7,021,934
Island Savings Centre Theatre Loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Theatre Grant - Area A	43,512	-	43,512	-	-	43,512	-	-	-	43,512	-	-	-	43,512	-	43,512
Theatre Grant - Area B	71,964	-	71,964	-	-	71,964	-	-	-	71,964	-	-	-	71,964	-	71,964
Theatre Grant - Area C	83,822	-	83,822	-	-	83,822	-	-	-	83,822	-	-	-	83,822	-	83,822
Theatre Grant N. Cowichan	145,078	-	145,078	-	-	145,078	-	-	-	145,078	-	-	-	145,078	-	145,078
Theatre Grant - Ladysmith	55,008	-	55,008	-	-	55,008	-	-	-	55,008	-	-	-	55,008	-	55,008
Cowichan Sportsplex - Area A	16,963	-	16,963	-	-	16,963	-	-	-	16,963	-	-	-	16,963	-	16,963
Cowichan Sportsplex - Area C	16,200	-	16,200	-	-	16,200	-	-	-	16,200	-	-	-	16,200	-	16,200
Cowichan Sportsplex - Area D	10,046	-	10,046	-	-	10,046	-	-	-	10,046	-	-	-	10,046	-	10,046
Cowichan Sportsplex - Area E	12,121	-	12,121	-	-	12,121	-	-	-	12,121	-	-	-	12,121	-	12,121
Recreation Mill Bay	10,000	-	10,000	-	-	10,000	-	-	-	10,000	-	-	-	10,000	-	10,000
Recreation Glenora	8,454	-	8,454	-	-	8,454	-	-	-	8,454	-	-	-	8,454	-	8,454
Recreation Saltair	82,272	-	82,272	-	-	82,272	-	-	-	82,272	-	-	-	82,272	-	82,272
Victim Services West	12,500	-	12,500	-	-	12,500	-	-	-	12,500	-	-	-	12,500	-	12,500

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**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

(Year 2022)

SCHEDULE "B"

FUNCTION: Location	Funding Sources				Transfer from/(to)				Expenditures			Total Expenditures			
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term		Long Term	Capital	Other Purposes
Cowichan Lake Activity Centre	55,105					55,105				55,105				55,105	
Victim Services	80,000					80,000				80,000				80,000	
Recreation N. Oyster	100,256					100,256				100,256				100,256	
Cowichan Aquatic Centre - Area E	29,083					29,083				29,083				29,083	
Cowichan Wooden Boat Society	13,600					13,600				13,600				13,600	
Shawnigan Lake Community Centre	796,825		535,000	24,000		1,355,825				1,355,825	96,065			1,355,825	
Cobble Hill Historical Society	15,000					15,000				15,000				15,000	
Cobble Hill Hall	18,000					18,000				18,000				18,000	
Shawnigan Lake Historical Society	17,015					17,015				17,015				17,015	
Cowichan Station Area Association Area E	21,524					21,524				21,524				21,524	
Frank Jameson Centre	40,000					40,000				40,000				40,000	
Senior Centre Grant	17,506					17,506				17,506				17,506	
Kaatza Society	30,000					30,000				30,000				30,000	
Mill Bay/Malahat Historical Society	10,000					10,000				10,000				10,000	
Cowichan Station Association Area B	5,000					5,000				5,000				5,000	
Cowichan Aquatic Centre - Area F	5,213					5,213				5,213				5,213	
Cowichan Aquatic Centre - Area I	5,213					5,213				5,213				5,213	
Shawnigan Basin Society	50,000					50,000				50,000				50,000	
Nature and Habitat - Area I		9,000		200		9,200				9,200				9,200	
Thetis Island Wharf		1,000				1,000				1,000				1,000	
Thetis Island Boat Launch				800		800				800				800	
Cowichan Lake Water Protection															
Safer Futures	27,575					27,575				27,575				27,575	
Community Planning	50,983					50,983				50,983				50,983	
Community Policing	60,019					60,019				60,019				60,019	
Cowichan Community Policing	125,375					125,375				125,375				125,375	
Cowichan Valley Hospice Society	61,000					61,000				61,000				61,000	
Engineering Services - Administration				315,000		315,000				315,000			50,000	265,000	
Engineering Services - Utilities					2,535,000	2,535,000				2,535,000	45,000		60,000	2,535,000	
Thetis Island Solid Waste & Recycling		22,213	1,094,284	493,400		1,587,684	(120,000)		(120,000)	1,467,684		144,820		1,322,864	
Curbside Collection			2,541,000			2,541,000	(136,300)		(136,300)	6,925,600	219,357	232,451		6,473,792	
Solid Waste Complex	4,520,900					4,520,900				4,520,900				4,520,900	
Cowichan Flood Management	150,000					150,000				150,000				150,000	
South Cowichan Water Study Plan	75,000					75,000				75,000				75,000	
Liquid Waste Plan Central Sector															
Liquid Waste Plan South Sector															
Street Lighting - Mesachie	7,250					7,250				7,250				7,250	
Street Lighting - Youbou		36,000				36,000				36,000				36,000	
Street Lighting - Brentwood			270	50		320				320				320	
Street Lighting - Cowichan Bay	6,000					6,000				6,000				6,000	
Street Lighting - Honeymoon Bay	34,000					34,000				34,000				34,000	
Street Lighting - Mill Bay			2,500	100		2,600				2,600				2,600	
Street Lighting - Cobble Hill		2,300				2,300				2,300				2,300	
Critical Street Lighting A	2,800					2,800				2,800				2,800	
Critical Street Lighting B	1,400					1,400				1,400				1,400	
Critical Street Lighting C	3,500					3,500				3,500				3,500	
Critical Street Lighting D	950					950				950				950	
Critical Street Lighting E	5,400					5,400				5,400				5,400	
Critical Street Lighting I	1,420					1,420				1,420				1,420	
Asset Management															
Street Lighting - Wilmot Road	4,500					4,500				4,500				4,500	
Street Lighting - Sentinel Ridge	3,900					3,900				3,900				3,900	
Street Lighting - Twin Cedars	4,300					4,300				4,300				4,300	
Street Lighting - Arbutus Mountain	4,300					4,300				4,300				4,300	
Mill Springs Street Lighting	14,000					14,000				14,000				14,000	
Satellite Park Water		52,000	36,000			88,000				88,000		11,981		76,019	

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**Cowichan Valley Regional District
Five Year Financial Plan (2018-2022)**

SCHEDULE "B"

(Year 2022)

FUNCTION:	Funding Sources				Transfer from/(to)				Expenditures			Total Expenditures				
	Tax Requisition	Parcel Taxes	Fees & Charges	Other Revenue	Proceeds of Borrowing	Total Funding	Special Funds	Surplus of Prior Year	Total Transfers	Total Revenue	Principal & Interest Short Term		Long Term	Capital	Other Purposes	Deficit prior year
Douglas Hill Water		51,200	52,000			103,200				103,200		11,337		91,863		103,200
Lambour Water		44,000	95,000			139,000				139,000		7,088		131,912		139,000
Arbutus Mountain Water		112,410	52,000			164,410				164,410		8,000		156,410		164,410
Fern Ridge Water		22,700	16,000			38,700				38,700		3,000		35,700		38,700
Bald Mountain Water System		52,250	30,000			82,250	(10,000)			72,250		5,312		72,250		72,250
Dogwood Ridge Water System		28,850	26,819			55,669				55,669		5,312		50,357		55,669
Arbutus Ridge Water System			300,000			300,000				300,000		6,608		293,392		300,000
Carlton Water System		31,000	16,000			47,000				47,000		5,665		41,335		47,000
Shellwood Water System		25,000	23,500			48,500				48,500		5,216		43,284		48,500
Woodley Range Water System		29,444	30,000			59,444				59,444		22,526		59,444		59,444
Burnum Water System		48,000	44,000			92,000				92,000				69,474		92,000
Mesachie Lake Water		33,000	23,000			56,000	(3,000)			53,000				53,000		53,000
Saltair Water		490,000	194,000			684,000	100,000			784,000		36,850	400,000	384,000		784,000
Central Youbou Water Debt		36,850				36,850				36,850		8,506		199,640		263,504
Youbou Water		178,504	85,000			263,504	(6,000)			257,504	5,358		50,000	131,000		263,504
Honeymoon Bay (Sutton Cr.) Water Debt		63,000	74,000			137,000				137,000				131,000		131,000
Honeymoon Bay Water (Well 2) Debt		2,623				2,623				2,623		2,623				2,623
Cherry Point Water		25,744				25,744	(3,000)			22,744				25,744		25,744
Shawnigan Lake North Water		29,600	43,600			73,200				73,200		257,000		310,625		406,000
Shawnigan Weir		281,025	286,600			567,625				567,625				567,625		567,625
Kerry Village Water		22,800	44,000		1,000	66,800				66,800				66,800		66,800
Wilnot Road Drainage	8,000					8,000				8,000				8,000		8,000
Central Ridge Drainage	6,000					6,000				6,000				6,000		6,000
Shawnigan Lake East Drainage	2,150					2,150				2,150				2,150		2,150
Arbutus Mountain Drainage	5,000					5,000				5,000				5,000		5,000
Lanes Road Drainage	3,800					3,800				3,800				3,800		3,800
Bald Mountain Drainage System	5,000					5,000				5,000				5,000		5,000
Cobble Hill Drainage System	25,000					25,000				25,000				25,000		25,000
Arbutus Ridge Drainage System	14,000					14,000				14,000				14,000		14,000
Shawnigan Creek Cleanout System		240,000	300,000			540,000	(4,587)			535,413		132,787	70,000	332,626		535,413
Cowichan Bay Sewer		25,000	24,926			49,926				49,926		1,976		47,950		49,926
Brulett Sewer System		52,950	82,000			134,950				134,950				134,950		134,950
Sentinel Ridge Sewer		62,320	36,000			98,320				98,320				98,320		98,320
Twin Cedars Sewer		40,000	87,959			127,959				127,959		10,632		117,327		127,959
Lambour Sewer		96,000	55,000			151,000				151,000				151,000		151,000
Arbutus Mountain Sewer		57,710	42,000			99,710				99,710		21,000		78,710		99,710
Cobble Hill Sewer		38,000	17,354			55,354				55,354		16,940		38,414		55,354
Mesachie Lake Sewer		55,000	25,000			80,000	(5,000)			75,000				75,000		75,000
Bald Mountain Sewer System		112,329	85,000			197,329	(3,000)			194,329				194,329		194,329
Mill Springs Sewer System			422,755			422,755	(5,000)			417,755		143,284		274,471		417,755
Arbutus Ridge Sewer System			350,000			350,000	124,453			474,453				474,453		474,453
Eagle Heights Sewer		38,950	18,000			56,950				56,950				56,950		56,950
Maple Hills Sewer		160,000	165,000			325,000	(20,000)			305,000			20,000	285,000		305,000
Shawnigan Lake Sewer		31,100	80,000		4,000	115,100				115,100		6,287		108,813		115,100
Kerry Village Sewer		42,000	16,000			58,000				58,000				58,000		58,000
Youbou Sewer System																
Elkington Water System																
Elkington Forest Sewer System																
TOTALS		2,781,672	11,824,622	9,705,415	2,535,000	66,762,637	(897,496)		(897,496)	65,865,141	1,638,374	5,269,597	2,615,000	56,342,170		65,865,141

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STAFF REPORT TO COMMITTEE

DATE OF REPORT February 20, 2018
MEETING TYPE & DATE Regional Services Committee Meeting of February 28, 2018
FROM: Corporate Services Department
SUBJECT: Procurement Card Program
FILE: 1220

PURPOSE/INTRODUCTION

The purpose of this report is to inform the Board of the new Procurement Card Program and to seek a resolution from the Board to enable us to join the BMO Pcard Program.

RECOMMENDED RESOLUTION

That it be recommended to the Board that the Cowichan Valley Regional District is authorized to borrow from, and incur other obligations to, BMO with respect to the Bank of Montreal's Commercial Card Program.

BACKGROUND

The CVRD has been using the Scotiabank Visa Business Card program for its credit card transactions. The new Procurement Policy stipulates that wherever possible all transactions under \$5,000 should be placed on a pcard.

The CVRD conducted a competitive process through which it has been determined that switching to the Bank of Montreal's Commercial Card Program will deliver the best overall value to the CVRD.

ANALYSIS

The CVRD currently has approximately 70 card holders with an average monthly spend of \$79,615. We currently pay a \$75 per card annual fee and receive a rebate on spend of approximately 0.74%.

The new procurement policy requires wherever possible payment transactions under \$5,000 should be paid with a pcard. This will entail an increased number of pcard transactions as well as card holders.

The CVRD went through a competitive process whereby it solicited responses from Scotia Bank's Commercial Card Program, the BMO Pcard Program via the Provincial CSA agreement and compared those programs to our current Scotia Bank arrangement.

Below is an analysis and comparison of the three programs:

	Current Scotia Bank Program	Scotia Commercial Card Program	BMO Pcard Program
Annual Fee	\$75 per card	No annual fee	No annual fee
Rebate on Spend	0.74%	0.88% min spend required	1.04%

		to receive rebate \$5 million	
Rebate on current average annual spend of \$1,194,225.00	\$8,372.65	\$0	\$12,419.94
Annual Fee on current number of cardholders (70)	\$75 x 70 = \$5,250	\$0	\$0
Total dollar value compensated to CVRD under current usage	\$3,822.65	\$0	\$12,419.94
Total dollar value compensated to CVRD on Potential spend of \$5,000,000	Maximum rebate of \$25,000 – annual fee of \$5,250 = \$19,750	\$44,000	\$52,000

FINANCIAL CONSIDERATIONS

As noted above the potential rebate under the BMO Pcard Program is significantly higher.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

N/A

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

Reviewed by:



Anthony Jeffery, CRM
Procurement Officer

Select DM Name Here
Select DM Title Here



Mark Kueber, CPA, CGA
General Manager

ATTACHMENTS:

Attachment A – Officers Certificate Cowichan Valley Regional District

Attachment B –

OFFICER'S CERTIFICATE

TO: Bank of Montreal ("BMO")

The undersigned, _____ , _____
(insert first and last name) *(insert title)*
of COWICHAN VALLEY REGIONAL DISTRICT
(insert the name of the organization)

certifies for and on behalf of the COWICHAN VALLEY REGIONAL DISTRICT without personal liability, intending that the same may be relied upon by you, that:

General

1. I am a duly appointed officer of the COWICHAN VALLEY REGIONAL DISTRICT and have knowledge of the matters hereinafter certified.
2. I have reviewed the books and records and other documents of the COWICHAN VALLEY REGIONAL DISTRICT and have made such enquiries and investigations as I consider necessary or advisable for the purpose of verifying the matters set out below.

Matters Pertaining to the Public Body

3. The COWICHAN VALLEY REGIONAL DISTRICT is a public body and broader public sector participant under the Government of British Columbia
(insert one: "laws of the [State/Province/Territory] of [name]" or "federal laws of Canada")
4. There are no provisions in the COWICHAN VALLEY REGIONAL DISTRICT articles or the by-laws or any shareholders' agreement relating to the COWICHAN VALLEY REGIONAL DISTRICT which restrict or limit the powers of the COWICHAN VALLEY REGIONAL DISTRICT or its directors with respect to the ability of the COWICHAN VALLEY REGIONAL DISTRICT to borrow, give financial assistance or create security interests in its property, assets and undertaking.
5. Attached as Schedule "A" is a true copy of the resolutions (the "**Authorizing Resolutions**") passed by the board of directors of the COWICHAN VALLEY REGIONAL DISTRICT authorizing the COWICHAN VALLEY REGIONAL DISTRICT to borrow from, and incur other obligations to, BMO. The Authorizing Resolutions remain in full force and effect, unamended, and there exist no other resolutions of the board of directors of the COWICHAN VALLEY REGIONAL

DISTRICT relating to the matters set out in the Authorizing Resolutions. The COWICHAN VALLEY REGIONAL DISTRICT has full power and authority to execute, deliver and perform its obligations contained in the documents as contemplated by the Authorizing Resolutions (all such documents, hereafter the “Documents”).

- 6. All Documents executed by the COWICHAN VALLEY REGIONAL DISTRICT and delivered to BMO are, respectively, in a form contemplated in the Authorizing Resolutions. Each person who executed and delivered the Documents to BMO had full authority to do so on behalf of the COWICHAN VALLEY REGIONAL DISTRICT and each signature affixed to the Documents is the true and proper signature of the signatory.

Incumbency

- 7. Each person whose name is set out below is, as of the date of this certificate, an authorized signatory who is authorized to execute documents on behalf of the COWICHAN VALLEY REGIONAL DISTRICT and the signature set out beside each person’s name and title is the true signature of that person:

Name	Title	Signature
_____	_____	_____
_____	_____	_____
_____	_____	_____

[The balance of this page is intentionally left blank; the signature page follows]

This certificate may be relied upon by BMO in connection with any dealings it may have with the COWICHAN VALLEY REGIONAL DISTRICT from time to time.

DATED this ____ day of _____, 20 ____.

Name:

Title:

Execution Page – Officer’s Certificate

SCHEDULE "A"
Authorizing Resolutions

**RESOLUTION OF THE DIRECTORS OF
COWICHAN VALLEY REGIONAL DISTRICT**

(insert the name of the Corporation)

(the "Corporation")

WHEREAS the Corporation has the power and capacity to borrow money upon the credit of the Corporation and to mortgage and charge all or any of the real and personal property of the Corporation;

AND WHEREAS it is in the best interest of the Corporation to enter into an arrangement with Bank of Montreal ("**BMO**") to provide the Corporation with credit by way of a corporate credit card account (an "**Account**");

NOW THEREFORE, BE IT RESOLVED THAT:

1. The Corporation is hereby authorized to enter into an arrangement with BMO to provide the Corporation with credit by way of an Account, under which arrangement the Corporation may request that BMO issue cards on the Account, and the Corporation will be responsible for the payment of all amounts (including fees and interest) charged to the Account, the whole substantially on the terms and conditions set out in the draft corporate card agreement (the "**Agreement**") submitted to, and hereby approved by, the directors;

2. THAT *(select one)*:

the person with the title of:

_____ is
(insert title)

any one of the following persons with the titles of:

_____ is
(insert titles)

any two of the following persons with the titles of:

_____ are
(insert titles)

hereby authorized to sign the Agreement with BMO substantially on the terms and conditions of the draft thereof approved by the directors, with such changes or modifications as the persons so signing may in their sole discretion deem appropriate, and to sign from time to time such other documents, agreements, amendments to, and restatements of, the Agreement and to do such other things they in their sole discretion deem appropriate or advisable in connection with, or to give effect to, such Agreement and the program contemplated thereunder.

The execution and delivery of any other agreements, instruments or documents ancillary or incidental to the documents referred to in this resolution which may have been executed or delivered prior to the enactment of this resolution, regardless of the officer or other employee of the Corporation who executed such agreement, instrument or document, and regardless of any informality in such execution or delivery, are hereby ratified, approved and confirm



STAFF REPORT TO COMMITTEE

DATE OF REPORT February 20, 2018
MEETING TYPE & DATE Regional Services Committee Meeting of February 28, 2018
FROM: Corporate Services Department
SUBJECT: Community Benefit Hub Pilot Project - Strategic Procurement
FILE: 1220

PURPOSE/INTRODUCTION

The purpose of this report is to highlight the benefits of being a founding member of the Community Benefit Hub Pilot Project – Strategic Procurement.

RECOMMENDED RESOLUTION

That it be recommended to the Board that the Cowichan Valley Regional District join the Community Benefit Hub to advance Strategic Procurement as a founding member.

BACKGROUND

Strategic or social procurement, as it is more commonly known as, is a growing practice that seeks to better leverage tax dollars to achieve positive social outcomes aligned with community values and strategic objectives.

The Community Benefit Hub Pilot Project has the following goals it wishes to achieve across the Association of Vancouver Island and Coastal Communities (AVICC) geographic region:

1. Local governments in the AVICC region are embracing and implementing strategic procurement principles/policies/frameworks.
2. There is a standardized approach to strategic procurement across local government while each local community has the ability to create the social value as determined by its elected officials/community.
3. Procurement staff in local governments are trained in strategic procurement and have the know-how to issue tenders and RFPs that result in community benefits.
4. Product and service suppliers are fully engaged in and supportive of the Hub and are bidding on contracts and responding to RFPs issued by local governments.
5. The provincial government is aware of, engaged in, and fully supportive of the Hub.
6. A robust monitoring reporting framework is in place.
7. A business plan has been developed, with a sustainable funding model for either the continuation of the Community Benefit Hub or for an “AnchorVI.”
8. The interest of the wider MASH sector has been piqued.

The aim is to develop a cohesive approach to strategic procurement across the AVICC geographic region while enabling individual communities to create their own strategic focus regarding community benefits. This cohesion is important from the point of view of industry. It is also important from the point of view of measuring outcomes.

ANALYSIS

This pilot project has been two years in the making and has been co-developed by elected officials and staff with inputs from industry. Those who developed it urge our councils and regional boards

to carefully consider the benefits of acting as a region as we work in our individual local governments to procure goods and services more strategically in such a way that will continue to provide high-value bids and responses to RFPs at the same time as providing wider benefits to our communities.

This is the direction that procurement is moving in many parts of the world. There is strong indication that both the governments of Canada and British Columbia have an interest in social or strategic procurement. This two-year pilot project will allow the AVICC region to lead and to be ready to meet the future.

FINANCIAL CONSIDERATIONS

There is a small financial commitment the CVRD will be required to make in order to participate.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS


N/A

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

Reviewed by:



 Anthony Jeffery, CRM
 Procurement Officer

 Select DM Name Here
 Select DM Title Here



 Mark Kueber, CPA, CGA
 General Manager

ATTACHMENTS:

- Attachment A –
- Attachment B –



STAFF REPORT TO COMMITTEE

DATE OF REPORT February 20, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of February 28, 2018

FROM: Finance Division
Corporate Services Department

SUBJECT: Draft 2018 Cowichan Valley Regional Hospital District Budget

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present to the Committee the 2018 Cowichan Valley Regional Hospital District (CVRHD) Budget.

RECOMMENDED RESOLUTION

That it be recommended to the Cowichan Valley Regional Hospital District Board:

1. That the 2018 CVRHD budget as presented be forwarded to the Hospital Board for consideration.
2. That up to \$5,220,000 in expenditures be approved as the CVRHD's contribution to the capital cost of building a new hospice facility, with funds to come from the capital reserve fund.
3. That \$2,960,000 of unallocated contingency funds be used to cover the CVRHD's 40% share of the 2018 Major Capital Projects.

BACKGROUND

Annually the CVRHD presents its budget which is made up of three items:

- Debt payments for the CVRHD's share of major capital expenditures that were financed in previous years;
- An amount for capital reserves (which increases proportionally as debt payments decrease) in line with Board policy; and
- The District contribution towards the Vancouver Island Health Authority's requests for capital equipment and minor projects and major capital projects. Since 2009 the Board has funded \$1.8 million annually for capital equipment and minor projects. The last time the Board funded major capital projects was in 2014.

New Hospital Reserve Fund

The adopted Hospital Board plan had a \$7.0 million contribution in 2016, with this level being maintained for each year thereafter until sufficient funds have been accumulated with the balance being borrowed if the new hospital was completed prior to all funds being raised. With the request from Hospice (see Attachment C) and the anticipated higher costs for a new Hospital it is recommended that the Board again increase its annual contribution to the reserve fund by \$1 million, with a goal of reaching \$10.0 million in year 2020. The draft 2018 budget has included this increase.

Hospice Beds

In 2014, Island Health developed and released an End of Life Plan. To support the bed component of the End of Life Plan, Island Health developed a Hospice Bed Plan which included increasing the number of community hospice beds in the Cowichan Valley.

In order to accommodate an increase in the number of community hospice beds Cowichan Hospice has been working with Island Health on a proposed hospice facility. The plan is to open the facility in 2020/21.

The project is currently in the schematic design stage. Next steps include submitting capital and operating cost estimates to the Cowichan Hospice Board, Island Health Board and then the Ministry of Health for approval.

Island Health is committed to funding the ongoing operating costs for this project and Cowichan Hospice is requesting the CVRHD fund 60% of the estimated \$8.7 million capital cost, which is a total of \$5.22 million.

If the Hospital Board decides to fund this request staff are recommending that the required funds come from the existing capital reserve fund, and as mentioned earlier in this report, that the Board increase its annual reserve fund contribution each year until it reaches \$10 million annually.

Major Capital Projects

Island Health has requested that the CVRHD also cost share in their proposed consolidation of community leases which has a total cost of \$7.4 million with the Hospital Districts 40% share being \$2.96 million. Staff are proposing the use of unallocated contingency funds which have built up over the years. These are funds that the Regional District has taxed for in the past but have been unspent by Island Health and unallocated to any particular project.

ANALYSIS

The Draft 2018 budget currently includes:

- \$67,754 for debt payments;
- \$1,800,000 for capital equipment and minor projects;
- a Transfer from Reserve of \$500,000 to fund costs related to a future concept plan; and
- a Transfer from Reserve of \$5,220,000 to fund cost related to a new Hospice Bed building.

Due to the Hospice Bed request for funding, and the potential cost of the new hospital, the capital reserve contribution in 2018 has been increased by \$1,000,000 bringing the total in 2018 to \$8,413,309.

Continuing the financial plan as determined in 2010 will show the Province that the CVRHD is planning and prepared for a new hospital.

FINANCIAL CONSIDERATIONS

The Requisition in the Draft 2018 budget is \$10,291,063, an increase of \$951,430 (10.19%), which costs a residential property \$51.89 per \$100,000 in assessed residential value (a decrease of \$1.52 per \$100,000 over 2017).

COMMUNICATION CONSIDERATIONS

The CVRD annually provides a communication with taxpayers through an insert with their property tax notice and details the status of the Reserve Funds and the new tax rate.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

The Corporate Strategic Plan recommends long term financial management that addresses capital assets as well as the maintenance of capital reserves to strengthen financial stability; the Draft 2018 Hospital Budget meets these objectives.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology*)
- Engineering Services (*Environmental Services, Water Management, Recycling & Waste Management*)
- Planning & Development Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Lyle Smith, CPA, CGA
Assistant Manager

Reviewed by:



Sharon Moss, CPA, CGA
Manager



Mark Kueber, CPA, CGA
General Manager

ATTACHMENTS:

- Attachment A – Cowichan Valley Regional Hospital 2018 Draft Budget
- Attachment B – Cowichan Valley Regional Hospital 2012 - 2018 History
- Attachment C – Island Health 2018 Funding Request

**COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT
2018 ANNUAL BUDGET**

<u>REVENUE</u>	2018 ANNUAL BUDGET	2017 ANNUAL BUDGET
Tax Requisition	\$ 10,291,063	\$ 9,339,633
Transfer from Reserve	5,720,000	600,000
Other Revenue: Interest	50,000	50,000
	<hr/>	<hr/>
TOTAL REVENUE	\$ 16,061,063	\$ 9,989,633
	<hr/> <hr/>	<hr/> <hr/>
<u>EXPENDITURE</u>		
Debenture Debt	\$ 67,754	\$ 66,324
Administration expense	60,000	110,000
Hospice capital project	5,220,000	-
Capital - Land	500,000	600,000
Capital Equipment/Projects	1,800,000	1,800,000
Reserve Fund contributions	8,413,309	7,413,309
	<hr/>	<hr/>
TOTAL EXPENDITURE	\$ 16,061,063	\$ 9,989,633
	<hr/> <hr/>	<hr/> <hr/>

Attachment B

**COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT
HOSPITAL BUDGET HISTORY**

	2012	2013	2014	2015	2016	2017	2018
TAX REQUISITION	\$ 5,573,185	\$ 6,909,089	\$ 7,689,633	\$ 8,289,633	\$ 9,289,633	\$ 9,339,633	\$ 10,291,063
TRANSFER FROM RESERVES	-	-	100,000	200,000	3,200,000	600,000	5,720,000
TAX RATE	0.3568	0.4438	0.5045	0.5404	0.6077	0.5341	0.5189
COST FOR A RESIDENTIAL PROPERTY ASSESSED AT \$100,000	35.68	44.38	50.45	54.04	60.77	53.41	51.89
>DEBT PAYMENTS	758,185	679,633	268,865	219,340	136,422	66,324	67,754
>CAPITAL EQUIPMENT / PROJECTS (Section 20 funds)	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
>MAJOR PROJECTS	-	419,456	400,000	-	-	-	-
>RESERVE FUND CONTRIBUTIONS	3,000,000	4,000,000	5,210,768	6,260,293	7,343,211	7,413,309	8,413,309
>HOSPICE PROJECT							5,220,000
>CAPITAL - LAND				200,000	3,200,000	100,000	
<CAPITAL - CONCEPT PLAN						500,000	500,000
>ADMIN				60,000	60,000	110,000	60,000
>OTHER REVENUE (INT ETC)				50,000	50,000	50,000	50,000
TAX ASSESSMENT				1,533,847,519	1,528,573,913	1,748,813,705	1,983,368,865



Excellent care, for everyone,
everywhere, every time.

February 19, 2018

Ref # 19416

Mr. Mark Kueber
General Manager Corporate Services
Cowichan Valley Regional Hospital District (CVRHD)
175 Ingram Street
Duncan BC V9L 1N8

Dear Mr. Kueber:

Re: 2018/19 Capital Projects and Equipment

I am writing to advise you of the Island Health 2018/19 capital plan for which CVRHD cost-sharing is requested.

I understand the CVRHD has approved a provisional 2018 budget of \$1,800,000 for minor capital projects and equipment. Island Health proposes the following allocation which we have itemized in the attached project and equipment lists:

Minor Capital Projects	\$666,212
Equipment	\$909,293
Unallocated Funding	\$224,495
Total	\$1,800,000

Information Management/Information Technology (IMIT) Projects

The minor capital project list includes three IMIT platform upgrade projects which support Island Health's ongoing commitment to implement an island-wide Electronic Health Record system. These upgrades provide an interface to provincial systems such as Pharmanet, and provide physicians with access to timely health record information which allows for the best possible outcome for patients. The cost allocation to the RHDs of these island-wide initiatives was based on RHD populations.

Major Capital Projects

Consolidation of Island Health's Community Leases

Island Health is in the planning/design phase of consolidating its community leases in order to improve the quality of its leased spaces, and to provide integrated patient-centered care in the community. New leased space will directly improve Island Health services as the existing spaces have significant physical and functional deficiencies. In addition, there will be opportunities to better integrate programs to

Capital Planning

Located at: 1952 Bay Street | Victoria, BC V8R 1J8 Canada
Mailing address: 1952 Bay Street | Victoria, BC V8R 1J8 Canada

Tel: 250-370-8912 | Fax: 250-370-8750
viha.ca

achieve benefits such as team based care, comprehensive and coordinated care and timely access to services.

The project plan is to proceed with two projects subject to funding availability. The first project, Phase 1, involves consolidation of four Mental Health and Substance Use locations. Phase 2 involves consolidation of Cowichan Integrated Community Services, Public Health and Environmental Health programs. The order of magnitude capital costs (tenant improvements) for both phases is \$7.4 million. Island Health is requesting CVRHD cost-sharing in these important projects. To enable CVRHD cost-sharing, designation of the new site would be required under the *Hospital District Act*. Island Health will keep the CVRHD informed as these projects develop.

Cowichan District Hospital Redevelopment – Concept Plan

Island Health is working collaboratively with the Ministry of Health to complete the Concept Plan for the redevelopment of Cowichan District Hospital. The Concept Plan is nearly complete, and will be submitted to the Ministry of Health for approval in early 2018. If approved, this will allow Island Health to proceed to a Business Case. This phase is expected to take approximately 14 months, and will include detailed planning and engagement with all stakeholders in the Cowichan Valley.

Cowichan Valley Community Hospice Beds

In 2014, Island Health developed and released an End of Life Plan. To support the bed component of the End of Life Plan, Island Health developed a Hospice Bed Plan which included increasing the number of community hospice beds in the Cowichan Valley. Island Health is working with our partners at the Cowichan Hospice House Task Force, led by Cowichan Hospice, to develop an addition at Cairnsmore Place care facility in Duncan. As noted in the attached letter, Island Health would fund the incremental operating costs for the community hospice beds, with Cowichan Hospice fundraising for the capital cost.

I would like to thank the CVRHD for its significant contribution to Island Health's capital projects and equipment. We are grateful for your support, and we appreciate partnering with you to meet the Cowichan Valley Regional Hospital District's health infrastructure needs.

Please call me at (250) 370-8912 if you have any questions.

Yours truly,



Chris Sullivan
Director, Capital Planning

Attachments

cc: Emma James, Director, Cowichan Valley
Kevin Daniel, Manager, Capital Planning

Capital Planning

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VIIHA 2018/19: Minor Capital Projects Cowichan Valley Regional Hospital District: \$5,000 - \$1.5M

Previously Approved Projects	Project Name	Site	Total Project Cost	Previous Cashflow	Indicates Cost Sharing			Total Annual Cashflow
					2018/19 Cashflow	2018/19 VIIHA	2018/19 RHD	
Operations and Support Services	New Flooring	Chemainus Health Care Centre	\$313,650	\$156,825	\$94,095	\$62,730	2020/21	
IM/IT	Patient Portal	Various Sites - CVRHD	\$64,785	\$6,478	\$34,984	\$23,323		
			\$378,435	\$163,303	\$129,079	\$86,053	\$0	

2018/19 Recommended Committee Approvals								
Portfolio	Project Name	Site	Total Project Cost	Previous Cashflow	Indicates Cost Sharing			Total Annual Cashflow
					2018/19 Cashflow	2018/19 VIIHA	2018/19 RHD	
Operations and Support Services	Upgrade to Building Exterior Envelope	Chemainus Health Care Centre	\$361,296		\$216,778	\$144,518	2020/21	
Operations and Support Services	Interior Fabric and Finish	Various Sites - CVRHD	\$350,000		\$210,000	\$140,000		
Operations and Community Health	Construction of Walking Loop	Cowichan Lodge	\$99,000		\$59,400	\$39,600		
Operations and Support Services	Roof Replacement and Fall Restraint Anchor Install	Chemainus Health Care Centre	\$426,564		\$255,938	\$170,626		
IM/IT	Cerner Code Upgrade	Cowichan District Hospital	\$110,759		\$66,455	\$44,304		
IM/IT	Clinical Platform Upgrade	Cowichan District Hospital	\$30,445		\$18,267	\$12,178		
IM/IT	Cerner Millennium	Cowichan District Hospital	\$42,334		\$25,400	\$16,934		
Occupational Health & Safety	Patient Lift	Chemainus Health Care Centre	\$30,000		\$18,000	\$12,000		
			\$1,450,398	\$0	\$870,239	\$580,159	\$0	
TOTAL CAPITAL PROJECTS			\$1,828,833	\$163,303	\$999,318	\$666,212	\$0	

All Projects may not be able to proceed in 2018/19 due to space and/or timing issues.

**ISLAND HEALTH
2018/19 RECOMMENDED APPROVED CAPITAL EQUIPMENT - COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT**

Control #	Department	Site	Equipment Name	Qty	Budget	New / Replace
<u>Equipment > \$100,000</u>						
3605	Biomedical Engineering	Cowichan District Hospital	Patient Monitor Infrastructure Upgrade	1	162,917	R
3388a	Medical Imaging	Cowichan District Hospital	X-Ray	1	864,635	R
3392	Medical Imaging	Cowichan District Hospital	Computed Tomography Scanner - Top up	1	461,507	R
Total Equipment > \$100,000					1,489,059	
<u>Equipment < \$100,000</u>						
4203	General Support Services	Cowichan District Hospital	Gas Tilt Fryer	1	23,188	R
4192	General Support Services	Cowichan District Hospital	Gas Tilt Fryer	1	23,188	R
4187	Biomedical Engineering	Cowichan District Hospital	Defibrillator Tester	1	10,182	R
4111	Medical Imaging	Cowichan District Hospital	Ultrasound machine with basic 5 probes	1	95,987	R
4104	Medical Imaging	Cowichan District Hospital	DR Conversion for X-Ray Machine	2	194,130	N
4146	Laboratory - Hematology	Cowichan District Hospital	Automated Hematology Slide Review System	1	47,500	N
3651	Laboratory Medicine	Cowichan District Hospital	Single Door Lab Fridge	1	10,196	R
3311a	Laboratory - Chemistry	Cowichan District Hospital	Osmometer	1	15,011	R
3949	3rd Floor West, 3rd Floor Medical, 3rd Floor North	Cowichan District Hospital	Hill Rom Air Mattress Beds	7	101,534	N
4070	Operating Room	Cowichan District Hospital	Gamma Probe	1	74,833	N
4069	Ladysmith Family Practice	Ladysmith Community Health Centre	Examination Tables	3	26,402	R
3950	2 North Maternity / Paediatrics	Cowichan District Hospital	Gynnie Stretcher	2	17,375	R
3945	Emergency	Cowichan District Hospital	LED Light Source	2	32,787	R
4068	Emergency	Chemainus Health Care Centre	Life Pak 15 Monitor/Defibrillator	1	24,481	R
3942	Emergency	Cowichan District Hospital	Electric Wheel Stretcher with Scale	5	69,002	R
18-0013	Maternity	Cowichan District Hospital	Life Pak 2 Defibrillator	1	18,381	R
Total Equipment < \$100,000					784,174	
Total Equipment Approved for CVRHD					2,273,233	
Total Possible Cost Sharing by CVRHD					909,293	

Mark Kueber,
General Manager Corporate Services
Cowichan Valley Regional District
175 Ingram Street
Duncan, BC
V9L 1N8

February 19, 2018

Dear Mr. Kueber,

In 2014, Island Health developed and released an End of Life Plan. To support the bed component of the End of Life Plan, Island Health developed a Hospice Bed Plan which included increasing the number of community hospice beds in the Cowichan Valley.

The Cowichan Hospice House Task Force, led by Cowichan Hospice, has been working with Island Health regarding a proposed hospice facility. It was determined the best location for a proposed hospice would be an addition onto Cairnsmore Place care facility in Duncan. To meet the growing needs of the region into the future, the addition would include 10 patient rooms. Island Health would open the facility operating seven beds starting in fiscal 2020/21. Opening these beds would significantly decompress the overcrowding at CDH and improve the delivery of palliative services to the Cowichan communities for the future.

The project is in the schematic design stage after which capital and operating cost estimates will be determined and then submitted to Cowichan Hospice Board, Island Health Board and subsequently government for approval. If approved, Cowichan Hospice will lead community fundraising for 100 percent of the capital costs and Island Health would fund ongoing operating costs. The Cowichan Hospice Task Force is requesting up to 60% cost-sharing from the CVRHD for this project which has an order of magnitude capital cost estimate from Island Health of \$8.7 million.

Thank you for your ongoing commitment to quality hospice palliative care for our community.

Sincerely,



James Goodman,
President



Christa Fox,
Hospice House Task Force Chair

R7



cowichan
hospice

3122 Gibbins Road
Duncan BC V9L 1G2

T 250.701.4242

TF 888.701.4242

E cvhospice@shaw.ca

cowichanvalleyhospice.org



STAFF REPORT TO COMMITTEE

DATE OF REPORT November 20, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of November 29, 2017

FROM: Parks & Trails Division
Land Use Services Department

SUBJECT: Parks and Trails Volunteer Policy

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present for consideration a Parks and Trails Volunteer Policy.

RECOMMENDED RESOLUTION

That it be recommended to the Board that the Parks and Trails Volunteer Policy, attached to the Parks & Trails Division's November 20, 2017, Staff Report, be approved.

BACKGROUND

Community volunteer efforts are integral to the Electoral Area Community Parks and Regional Parks and Trails Programs, from hands-on projects such as trail building to native species planting activities aimed at improving a park's ecological health and resiliency. Recent volunteer activities include new trail development on Cobble Hill Mountain, contributions to the Shawnigan Pavilion project at Elsie Miles Park, invasive plant removal at Bright Angel Park and ecological restorative planting at Busy Place Creek. Volunteers bring value and additional support to the diversity of projects included in the annual work plans of the Parks & Trails Division to deliver. Participation of volunteers in such activities is coordinated and supervised by the CVRD to ensure alignment with planned park objectives and compliance with relevant safety/liability, purchasing, construction and regulatory (i.e. environmental) policies and standards. Where opportunities for third-party oversight and responsibility for volunteers is identified, this also provides the means for volunteer participation, such as the recent construction of the Shawnigan Lake Pavilion where the contractor involved provided the supervision and safety support for community volunteers contributing to the project.

The Board, in recognizing the value of volunteers who contribute to the provision of services through the various CVRD functions, has established under the Corporate Strategic Plan a priority to develop a strategy and guidelines for use of volunteers. As an initial step, direction was given for staff to prepare a Parks and Trails Volunteer Policy, recognizing the need to clearly define the roles, opportunities and means of engaging community volunteers with parks trail projects and activities.

ANALYSIS

The development of a Parks and Trails Volunteer Policy provides for clarity of understanding the role of volunteers in order to distinguish and separate this role from that of the advisory role and function of Board-appointed Electoral Area Parks Commissions, and that of the management, administration, planning and operational roles of the Parks & Trails Division. This approach is intended to recognize the value and contributions of parks and trails volunteers in achieving, but not limited to the following activities in support of the Electoral Area Community Parks and Regional Parks Programs:

- invasive plant species removal
- habitat restoration planting

- trail and pathway construction
- park site specific improvements (i.e. coordinated playground apparatus assembly)
- park beach or site clean-up activities

The attached Parks and Trails Volunteer Policy commits to supporting a range of volunteer participation opportunities within a structured program under the direction of the Regional District. Supervision of volunteer activities engaged on parks and trails projects is necessary both to ensure the safety of volunteers and to ensure that the intended objectives of the volunteer activities meet the broader objectives for the specific park or trail that the activities are directed. Whether a project is completed by a contractor engaged by the Regional District, internal staff resources or volunteers, the requirements and outcomes should not differ in achieving the project objectives. This is especially important where there are ongoing maintenance costs, liability/risk management issues and expectations of the park visitor experience.

The proposed policy provides for parks and trails volunteer activities to be identified through a variety of means, inclusive of established park plans, annual program work plans, advisory Park Commissions and through interested volunteers. The policy also provides objectives and principles for the engagement and management of volunteers on parks and trails activities to ensure clarity of the role and responsibilities of volunteers participating in CVRD activities. A subsequent roll-out to the Parks and Trails Volunteer Policy would be development of a Parks and Trails Volunteer Handbook and simplified volunteer application form. The handbook and application form would inform interested volunteers of the role and value volunteers contribute to the CVRD's parks and trails programs, the range of possible volunteer activities and provide appropriate indemnification and liability/risk management information.

The attached Parks and Trails Policy as presented is for consideration and adoption by the Board.

FINANCIAL CONSIDERATIONS

Opportunities for volunteer activities through the Electoral Area Community Parks Program and the Regional Parks and Trails Program would be dependent on resources available to support and achieve the activities identified, as may be funded annually through individual Electoral Area community parks budgets and/or the regional parks budget.

COMMUNICATION CONSIDERATIONS

The engagement and retention of volunteers under the proposed Parks and Trails Volunteer Policy would include an active awareness and recruitment strategy inclusive of advertising through various media of both general volunteer opportunities as well as specific volunteer activities where and when identified for specific parks or trails (i.e. use of social media, CVRD website, newsprint ads, etc.).

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

N/A

Referred to (upon completion):

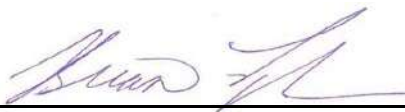
- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

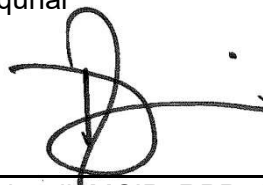


Graham Gidden, BCSLA, CSLA, ISA
Certified Arborist
Parks & Trails Planner

Reviewed by:



Brian Farquhar
Manager



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

Attachment A – Parks and Trails Volunteer Policy

PARKS AND TRAILS VOLUNTEER POLICY

Applicability: Parks & Trails Effective Date:

PURPOSE:

To establish a policy to support volunteer opportunities in Electoral Area Community and Regional CVRD Parks and Trails.

DEFINITIONS:

Parks and Trails Volunteer

This policy applies to any individual, 16 years of age or older, who offers time, energy and skills of their own free will and without compensation for the benefit of the CVRD, and who signs a CVRD Volunteer Application, and whose application to become a CVRD Volunteer is accepted.

An individual who is less than 19 years of age may apply to become a CVRD Volunteer with the consent of their parent or legal guardian.

An individual who is 15 or younger may act as a CVRD Volunteer however they must be accompanied by their parent or legal guardian at all times.

Unless the person has signed a formal CVRD Volunteer Application and received a signed copy back from a CVRD Parks and Trails staff person, that person is not a "CVRD Volunteer" and is not authorized to participate in the CVRD Parks and Trails volunteer program.

Volunteer Application Form

The Volunteer Application prepared by the CVRD must be signed by the CVRD Volunteer and an authorized representative of the CVRD, in order for a person to become a CVRD Volunteer.

Volunteer Activities

Volunteer activities will be consistent with relevant CVRD Parks and Trails Master Plans and operational standards and will take into account the impact of activities on natural and built parks and trail features.

Volunteer activities can be identified by the CVRD Parks and Trails Division or Volunteers. Volunteer activities proposed by individual volunteers or volunteer groups must be submitted as a detailed plan of scheduled works and activities for approval by the CVRD Parks and Trails Division.

No volunteer activities may be undertaken without the advance written approval of an authorized representative of the CVRD Parks and Trails Division.

CVRD will schedule, coordinate and supervise all approved CVRD Parks and Trails volunteer activities. Activities may include and are not limited to invasive plant removal, habitat restoration planting, garbage pickup, and trail building.

POLICY:**Declaration**

The objective of the CVRD Parks and Trails Volunteer Policy is to provide standardized direction on the engagement and management of volunteers to ensure that:

- a safe working environment is provided for volunteers;
- volunteers are treated fairly, with respect and are valued and recognised for their contribution to the work of the CVRD;
- the management of volunteers and volunteer activities is consistent with CVRD policies, standards and bylaws such as but not limited to work safety, purchasing, and privacy; and
- opportunities are provided for people to become active supporters and promoters of parks and trails initiatives that complement the work of CVRD staff.

Principles

In providing opportunities for community volunteering in CVRD Parks and Trails the following principles will be adhered to:

1. Volunteers will not be used for work that would normally require the employment of a paid public sector employee.
2. Volunteers will not be used for any role or activity that has an enforcement or regulatory basis or are considered high risk activities.
3. The CVRD is not obliged to accept any person's application to act as a CVRD Volunteer. The CVRD may at any time cancel a person's registration as a CVRD Volunteer, for any reason.
4. Volunteers are to undertake a formal orientation before commencement of any volunteer opportunity and must be provided with the necessary training and equipment to undertake tasks in a safe and legal manner. Volunteers must follow all reasonable directions by CVRD staff.
5. Individuals who are engaged as volunteers by third party organisations or contractors working on CVRD Parks and Trails projects do not act in the capacity of a CVRD Volunteer. In such circumstances the CVRD is not responsible to supervise the activities of those individuals, and the contractor or organization that engages the individual is responsible for supervision, and for ensuring the safety of the individuals engaged.
6. Volunteers will be issued with the appropriate personal protective equipment (PPE) and safety clothing appropriate to the volunteer tasks they are assigned to.
7. Volunteers are required to act in accordance with CVRD policies regulating conduct, including Confidentiality Policy, Health and Safety Policy, Respectful Workplace Policy, and the Standard of Conduct Policy. Without limiting the foregoing, CVRD Volunteers are expected to:
 - act lawfully;
 - be free from undue influence and not act, or appear to act, in order to gain financial or other benefits for themselves, family, friends or business interests;
 - follow the letter and spirit of CVRD policies and procedures; and
 - treat people with courtesy and respect.

Responsibilities

- Volunteers will actively participate in assigned activities under the oversight of the CVRD.
- Volunteers must comply with all applicable CVRD policies and procedures and are required to carry out any work they volunteer to perform under the direction of the CVRD Parks and Trails Division.
- Volunteers make a commitment to the CVRD and will contribute in ways that support the CVRD corporate strategic plan.

Approved by: Approval date:

CVRD Parks and Trails Volunteer Policy



STAFF REPORT TO COMMITTEE

DATE OF REPORT January 8, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018

FROM: Community Planning Division
Land Use Services Department

SUBJECT: Affordable Housing: Cowichan Housing Association's Proposal to
Establish a Regional Service

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to introduce the Cowichan Housing Association's proposal that the CVRD establish a regional affordable housing service. Cowichan Housing Association will be presenting this proposal to the Committee, and be able to respond to any questions about it.

RECOMMENDED RESOLUTION

For direction.

BACKGROUND

In July 2017, the Regional Services Committee considered a report on options for taking action on the issue of affordable housing. At that meeting, a decision was made to learn more about the issues through an Affordable Housing workshop, to be organized by the Cowichan Housing Association. Other opportunities to learn more about what is being done on this issue were made available as well, such as a tour of Warmland House to learn more about the facility and the services offered, as well as an invitation to participate in a Cowichan Housing Association workshop on "Housing First."

On November 6, 2017, members of the CVRD Board, together with elected officials from municipal jurisdictions and alternate Board members, participated in an Affordable Housing workshop, facilitated by representatives from the Cowichan Housing Association, Social Planning Cowichan, OUR Cowichan, and the United Way. The workshop included presentations from two nearby Regional Districts, together with their community partners: Capital Regional District, and the Comox Valley Regional District. Through discussions at that workshop, and a subsequent delegation to the Regional Services Committee in November 2017, the Cowichan Housing Association was encouraged to bring a proposal forward to the CVRD outlining a regional response to the affordable housing situation. This proposal is attached, together with a slide presentation.

ANALYSIS

The proposal presented by the Cowichan Housing Association reflects the considerable work being undertaken within the Cowichan community, including community-based organizations, churches, and local governments, to develop a comprehensive and effective response to the issue of affordable housing and homelessness within the Cowichan Region. The community is mobilizing to develop capacity and partnerships to meet current needs for shelter and affordable housing, and prevent homelessness. Part of the overall response is the development of a community-based plan to identify priority actions. This plan should be completed by March 2018.

Recent announcements regarding the National Housing Strategy, which is anticipated to invest significant new money into communities to address affordable housing needs, have emphasized

that all levels of government need to be involved with community-based organizations in working together on affordable housing issues. It is anticipated that matching funds will be required.

The community planning process has identified that there are three gaps:

1. Financial resources at the local level to provide opportunities for matching or leveraging funds for projects to be financed by the federal initiative;
2. The need for a regional strategy to address the spectrum of housing needs; and
3. Access to data, such as GIS data, that local governments could provide in support of community-based planning efforts, and other ways that local governments could lend their capacity to community-based efforts.

The attached document presents a proposal that the CVRD participate in addressing these three gaps, by:

1. Establishing a CVRD Affordable Housing Contribution Service, to be managed (via contribution agreement) by the Cowichan Housing Association, in the amount of \$750,000 per year to be allocated to community-based investment in affordable housing (67%), community planning services such as partnership development, research and education (18%), and administration of the funds and overhead costs (15%);
2. Supporting the development of a Regional Attainable Housing Strategy and Action Plan by the Cowichan Housing Association and community partners. This could be through grant-in-aid funding or some other mechanism; and
3. Permitting CVRD staff members (as appropriate) to work in partnership with community-based organizations, and provide in-kind support to community projects as appropriate and as negotiated on a case-by-case basis respecting workloads, privacy regulations, etc., including:
 - providing GIS and other data as required for community-based plans and project development;
 - participating in planning processes;
 - partnering on grant applications (particularly in those cases where the funding source requires that the local government submits the grant applications); and
 - other related activities.

Prior to moving ahead with the proposal for an Affordable Housing Contribution Service, the Board may wish to have an evaluation of the relative costs and benefits of having the CVRD operate such a service, in contrast with contracting with the CHA as a community-based organization to operate such a service.

FINANCIAL CONSIDERATIONS

The establishment of a CVRD Affordable Housing Contribution Service is, essentially, the establishment of a new tax. This will require that a referendum be held.

Given the procedures as laid out in the *Local Government Act* regarding the establishment of new services, and given the community engagement commitments laid out in CVRD policy, there will be costs associated with these processes. A rough estimate of these costs is \$100,000. This cost estimate includes hiring a consultant to develop the community engagement/communications plan and execute the plan.

Should the CVRD Board decide to proceed with this investigating this initiative further funding for referendum costs will need to be addressed in the 2018 budget, although should the service be established, *Local Government Act* Section 379 (5) directs that "the costs of the referendum are

deemed to be costs of the service.” Actual implications for the 2018 budget need to be determined by the Finance Division.

COMMUNICATION CONSIDERATIONS

Should the CVRD Board decide to proceed with this initiative, which will require a referendum, community education and engagement on the proposal will be required. The nature of the required communications are laid out in the CVRD’s Alternative Approval Process Policy, adopted by the Board in 2016. The CVRD may consider working collaboratively with member municipalities and community-based organizations in undertaking the necessary community education and engagement initiatives. Financial implications are considered above. This cost estimate addresses advertising in newspapers and other media, venue rentals for meetings to be held, and other related costs.


STRATEGIC/BUSINESS PLAN CONSIDERATIONS

The CVRD’s vision is that “Cowichan communities will be the most livable and healthy in Canada.” Its mission is that “We serve the public interest through leadership, cooperation and a focus on community priorities and strengths.”

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

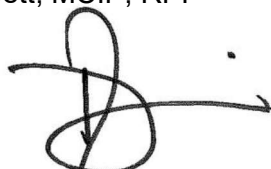


 Beverly Suderman, MCIP, RPP
 Senior Planner

Reviewed by:



 Mike Tippett, MCIP, RPP
 Manager



 Ross Blackwell, MCIP, RPP, A.Ag.
 General Manager

ATTACHMENTS:

- Attachment A – Proposal for a CVRD Affordable Housing Contribution Service
- Attachment B – Letter dated January 15, 2018, from Cowichan Housing Association to Chair Lefebure
- Attachment C – January 15, 2018, PowerPoint Presentation Affordable Housing In the Cowichan Region



**Proposal for a
CVRD Affordable Housing
Contribution Service**

Cowichan Housing Association

January 15, 2018

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1. Background and Purpose

The issue of affordable housing has been of concern in the Cowichan region for the past decade or more. Appendix B provides a detailed background on the issues and actions undertaken to address them.

The last four years has seen increasing homelessness in our region; more people are precariously housed or couch surfing and due to the rising cost of rents and shrinking affordable housing supply, there are more people at risk of becoming homeless. Young people entering the job market, anyone on a fixed income, and many others, are struggling to find and maintain affordable housing.

There is compelling evidence from around the country that providing housing has long-term benefits to communities in lowering costs for a wide range of health, police and other services and in supporting community well-being and economic development. The Cowichan community has mobilized to develop capacity and partnerships to address homelessness and affordable housing. Federal and provincial funding strategies have existed in the past and are being revised and up-dated now.

Three key gaps have been identified:

- 1) Lack of financial resources at the local level to enable the breadth of partnerships and funding resources required to address needs for affordable housing and homelessness prevention.
- 2) Lack of a Regional Attainable Housing Strategy to provide clear direction and aims for addressing the spectrum of housing needs.
- 3) Access to data (for example, GIS services) that local governments could provide in support of community-based planning efforts, and staff assistance in planning and partnership initiatives.

The purpose of this report is to provide a proposal and rationale for the involvement and support of the Cowichan Valley Regional District in directly addressing affordable housing need for the Region.

2. Summary of Recommendations

It is recommended that:

- I. The Cowichan Valley Regional District (CVRD) establish a CVRD Affordable Housing Contribution Service to address issues related to Affordable Housing and Homelessness Prevention (see Section 3)
- II. The CVRD enter into a working agreement with Cowichan Housing Association (CHA) to manage the funding on behalf of the community and provide community coordination and development services related to affordable housing and homelessness prevention (Section 4)
- III. The CVRD support the development of a Regional Attainable Housing Strategy and Action Plan that will assist in guiding implementation of the Service objectives (Section 5)
- IV. The CVRD strengthen community partnerships through allocating staff time to support and participate in community planning processes (Section 6).

Each of these recommendations will be discussed in turn.

3. Proposed Cowichan Valley Regional District Affordable Housing Service

Cowichan Housing Association (CHA), together with members of the newly formed Cowichan Coalition to Address Homelessness and Affordable Housing, proposes that the CVRD establish a Regional Affordable Housing Contribution Service. This Service would provide flow-through funding to the Cowichan Housing Association to address issues related to Affordable Housing and Homelessness Prevention.

The benefits of this Service would be to provide and leverage funds to invest in Affordable Housing and Homelessness Prevention. Moreover, it would position Cowichan as a region that is engaged in investing, funding and partnerships for Affordable Housing and Prevention of Homelessness and is therefore ready for investment from other levels of government and funding agencies. To access additional funds from provincial and federal sources requires commitments from local municipal levels as evidenced by the success of other municipalities across the country.

3.1 Objectives of the Service

The specific objectives of a Regional Affordable Housing Contribution Service would be to:

- i. Increase the supply of affordable housing
- ii. Prevent housing loss and homelessness
- iii. Facilitate community planning and partnerships
- iv. Conduct research and analysis to inform and guide planning and decisions
- v. Engage, educate and inform the broader community around issues and solutions
- vi. Ensure efficient management, oversight, monitoring and accountability

The following table lays out these objectives in detail.

3.2 Detailed Aims of an Affordable Housing Contribution Service

Objective		Details
I.	Increase supply of affordable housing	<ul style="list-style-type: none"> i. Assist in the acquisition, development and retention of housing that is affordable for those households in the region with low or moderate household incomes ii. Facilitate economic and social investment in affordable housing iii. Provide partnership funding to assist in development of affordable housing and particularly to leverage the funding resources of non-profit private, municipal, provincial and federal sources iv. Facilitate partnerships with other levels of government and foundations to garner funding for affordable housing
II.	Prevent housing loss and homelessness	<ul style="list-style-type: none"> i. Provide partnership funding to assist community-based initiatives to leverage funds and to deliver housing loss and homelessness prevention services ii. Facilitate partnerships with other levels of government and foundations to garner funding for homelessness prevention
III.	Facilitate community planning and partnerships	<ul style="list-style-type: none"> i. Provide coordination to the Cowichan Coalition and be the first point of contact for the Coalition in the community ii. Establish linkages with regional, provincial and national agencies and networks
IV.	Conduct research necessary to inform and guide planning and decisions for the Contribution Service	<ul style="list-style-type: none"> i. Conduct research, data gathering and policy analysis to ensure there is a current body of information, evidence and best practices necessary to inform strategies, planning and actions
V.	Engage, educate and inform the broader community on issues and solutions	<ul style="list-style-type: none"> i. Develop a Communications Plan and communications tools for effective information sharing and consultation ii. Provide education and information on housing and homelessness issues and solutions geared to all sectors of the community iii. Conduct broader community engagement and networking to share information and to engage and consult with relevant agencies and organizations regionally, provincially and nationally
VI.	Ensure efficient management, oversight, monitoring and accountability of Contribution Service funds	<ul style="list-style-type: none"> i. Develop, implement and maintain a sound and efficient process for financial and decision making processes related to the Service, as well as monitoring, performance analysis, reporting and financial accounting ii. Establish and maintain thorough and sound policies, criteria and processes for soliciting, reviewing and awarding of project funding

3.3 Costs of A CVRD Affordable Housing Contribution Service

In consideration of the level of need for affordable housing in the Cowichan Region and of the capital requirements for developing housing, the recommended annual amount for the Contribution Service is \$765,000.

The annual allocation of funds would be as follows:

\$500,000 (67%) Directly for affordable housing and homelessness prevention projects

\$138,000 (18%) Research, data, coordination, communications and education activities

\$112,500 (15%) devoted to administration of the Service
(Management, overhead, professional development, accounting)

\$15,000 (2%) CVRD Administration Fee

4. Working Agreement with Cowichan Housing Association

4.1 Fund Administration and Accountability

CHA will steward funds provided by the CVRD on behalf of the community, and be responsible for implementation of Service objectives and fund administration.

Decisions relating to direct fund investments and allocations will be made in close consultation with the Cowichan Coalition and CVRD and will be based on relevant community plans and strategies, research, data and needs analysis. Principles, policies and processes will be developed to manage and guide fund expenditures and measure impact based on maximum benefit, positive outcomes, community priorities and leveraging potential. CHA will provide an annual budget and work plan outlining current year priorities.

CHA is a registered non-profit society governed by a Board of Directors. The Society was formed in 2015, building upon ten years of work and development by Social Planning Cowichan and the Regional Affordable Housing Directorate. Since 2015, CHA has developed a number of initiatives, including most recently, a Housing First For Youth initiative. We have successfully leveraged over \$270,000 in support of affordable housing and homelessness prevention (see Appendix B for background). CHA is part of the Collective Backbone 'Home Team' and will serve as the coordinator/facilitator for the Cowichan Coalition (see Appendix C) in planning and decisions.

The newly formed Cowichan Coalition made up of agencies and funders is under development, and considerable work has already been completed in 2017 to create a new multi-year strategy to address homelessness and affordable housing. The new plan will be completed by March 2018.

5. Development of an Attainable Housing Strategy and Action Plan

Evidence suggests that in addition to lack of supply and variable conditions of existing affordable and supported rental units, that home ownership is not attainable for many working people. As house prices rise, fewer young households and households with low to moderate incomes are able to purchase a home. This lack of housing impacts employee recruitment and retention and has broader economic development implications.

Appendix B lists several studies that have been undertaken with regard to affordable housing needs and strategies including a 2010 CVRD Affordable Housing Strategy (Regional Affordable Housing Directorate (RHAD) and a 2014 Regional Affordable Housing Needs Assessment (CVRD). A Community Plan to address homelessness is under development.

An updated Strategy is needed to support the Community Plan with current statistical data, strategies and an action plan that reflects the current situation and information. A Regional Attainable Housing Strategy would identify in more detail, ownership and rental housing needs in communities around the region, and to develop strategies, actions and an implementation plan that will support decisions for allocation of a Contribution Service. As such this would be developed during 2018 for completion by January 2019.

The support and participation of the CVRD in the development of this Strategy will be important in both its elaboration and implementation. CHA requests that the CVRD support its development through participation of staff and in-kind resources, and commit to adopting the plan upon completion.

6. CVRD Partnership

A partnership with the CVRD is needed to provide assistance to community efforts and where possible, to align our activities. In our efforts to plan, develop partnerships, funding applications, and to build and maintain a body of data, it is helpful to identify areas where we can work together, share information, leverage impact and avoid duplication.

We request that the CVRD allocate staff time to support and participate in community planning processes including:

- Providing data in support of community-based planning and project development.
- Participating in planning and committee processes to ensure the voice of the CVRD in decisions.
- Partnering in and assisting with grant applications where funding sources require that the local governments, in partnership with community, submit the grant applications.

7. Conclusion

The Cowichan community has mobilized to develop capacity and partnerships to address affordable housing and prevention of homelessness. Three key needs have been identified:

- 1) Financial resources at the local level to enable the breadth of partnerships and resources required to address needs for affordable housing and homelessness prevention.
- 2) A Regional Attainable Housing Strategy to provide clear direction and aims for addressing the

spectrum of housing needs.

3) Partnering in and assisting with grant applications where funding sources require that the local governments, in partnership with community, submit the grant applications.

Through providing financial resources, local government can assist both directly to increase housing services, and to leverage funding from other levels of government. A Regional Attainable Housing Strategy will establish direction toward achieving a broad spectrum of housing needs. Through strengthening the partnership between the CVRD and the community, we can achieve greater alignment, benefit from in kind support and participation in planning processes.

APPENDIX A: COWICHAN HOUSING ASSOCIATION BACKGROUND

Incorporated: January 14, 2015

S-0063519

Our Vision

Our vision is that everyone in the Cowichan Region has the opportunity to live in safe, affordable, culturally appropriate housing as a foundation for a healthy community.

Our Mission

Cowichan Housing Association (CHA) works to improve affordable housing at all levels of the housing continuum with a focus on prevention of homelessness. CHA is a regional organization that coordinates community initiatives and provides a host of services, programs, and projects that are best provided through a central organization.

Our Purposes

- 1) Addressing the need for housing for low income individuals and families and all vulnerable populations living in the Cowichan region by undertaking development and operation of affordable housing units and to also support development of new affordable housing units by other parties;
- 2) Addressing the need for housing for low income individuals and families and all vulnerable populations living in the Cowichan region by facilitating the establishment of and operating an affordable housing trust fund;
- 3) Addressing the need for secure, stable and adequate rental accommodation for individuals and families and all vulnerable populations living in the Cowichan region by providing educational programs and workshops on tenants and landlords rights and responsibilities;
- 4) Addressing the need to maintain rental accommodation of low-income individuals and families living in the Cowichan region by offering various forms of assistance.

Our History

From 2007 to 2014 the Regional Affordable Housing Directorate (RAHD) under Social Planning Cowichan brought together a diverse group of stakeholders who were concerned about homelessness and housing needs. Over the years, their work and accomplishments included:

- Report on Inadequate Shelter in the Cowichan Region
- An Affordable Housing Strategy for the Cowichan Region
- Community consultations on Strategy Implementation resulting in recommendation to develop a new housing association with a two year plan
- A Regional Homeless Count (February 2014)
- Aboriginal Off-Reserve Housing Needs study (2014)
- Ready to Rent Programming and Aboriginal Housing Outreach Worker
- Community information and education
- Incorporation of Cowichan Housing Association in 2015

From 2015 to 2017 Cowichan Housing Association has:

- Developed a four year Strategic Plan
- Leveraged approximately \$270,000 in grants from the Homelessness Prevention Strategy for

provision of Tenant and Landlord Education, Community Information and Education, Tenant Information and Referrals, Rental Subsidies for emergency assistance

- Conducted community consultations into youth homelessness and produced a partnership proposal that leveraged \$154,000 from the Homelessness Partnering Strategy to address youth homelessness through the Close to Home: Housing First for Youth Project
- Conducted a region-wide Youth Homelessness Needs Assessment
- Conducted comprehensive research and data gathering to produce a series of Snapshots on Affordable Housing and Homelessness and is in the process of establishing a regional database
- Worked with key community partners (Social Planning Cowichan, Our Cowichan Communities Health Network, United Way and Cowichan Division of Family Practice) to host three community forums, and plan a Cowichan Coalition to Address Affordable Housing and Homelessness Prevention
- Facilitated partnerships toward development of Affordable Housing and currently working to foster two key youth housing projects

Our Board and Staff

CHA's Board holds skills in a number of fields including those who are or were directly involved in the following: law, city and regional planning, senior government housing programs, homelessness support, chartered accountant/business development and community activism.

Board Chair: Chris Hall - Consultant; Board - Social Planning Cowichan

Chris is a long time Vancouver Island resident, having spent time exploring as much of the Island as possible. Most of his career years have been involved with local governments, notably Campbell River and North Cowichan where he provided oversight to the respective Planning and Development Departments. More recently, he works part time as a consultant on land use and development projects. Housing needs in our communities remains one of his interests.

Vice Chair: Craig Marchinko - Semi- Retired - Extensive Background in Social Housing

Craig spent the past 30 plus years in the social housing sector. He is a Chartered Member of the Chartered Institute of Housing and a founding member of the CIH Canada chapter. [CIH is a UK based royal chartered entity established 100 years ago to ensure professionalism and continuing education for public housing entities in the UK]. Craig recently retired from the position of Deputy Minister, Housing and Community Development for the Government of Manitoba and as Chairman of the Manitoba Housing and Renewal Corporation. He is former President of Saskatchewan Housing Corporation and ADM within Social Services. Craig recently retired and now lives in the Cowichan Valley

Treasurer: Gail Calderwood – M.Sc. (Oceanography), LLB.

Gail studied and worked in the field of biological oceanography and served on the board and worked with the Cowichan Community Land Trust before becoming a lawyer. She has now retired from her law practice which had a substantial focus on real estate. Gail remains involved in various community groups in the Cowichan region that are working to sustain and build resilience in our natural and social environments.

Secretary: Monica Finn - Vancouver Island Regional Library

Monica is a librarian at the Vancouver Island Regional Library system. She has lived on Vancouver Island since 2002 and now lives in Duncan where she is actively involved in community events. She has been contributing to RAHD since attending the first Day of Direct Services event during Homelessness Action

Week in 2013.

Morgan McLeod – Development Planner, Municipality of North Cowichan

Morgan originally grew up in the Cowichan Valley but left to pursue education and careers in real estate assessment and urban planning. After 19 years away, Morgan has returned to the Cowichan Valley as a Development Planner for the Municipality of North Cowichan. Her specialties include policy writing, land development of both urban and rural communities and public engagement. She has a passion for minimalism, affordable housing, community resiliency and sustainable development. She is an avid hot yogi, foodie, runner and hiker.

Debbie Williams - Executive Director - Hiiye'yu Lelum – House of Friendship

As Executive Director of Hiiye'yu Lelum (House of Friendship), Debbie Williams oversees a broad and effective range of programs of cross-cultural awareness, parenting and social skills development. Debbie has served as Secretary of the Cowichan Foundation. She has also served as the Representative to the National Association of Friendship Centres Board of Directors, an ex-officio position to the B.C. Association of Aboriginal Friendship Centres Executive Committee and is currently on the Minister's Advisory Council on Aboriginal Women.

James (Jim) Cosh - Retired Accountant

James is a retired Fellow of the BC Institute of Chartered Accountants. He spent his career in public practice serving local government, small business and government enterprises. Much of his career was involved in the management of KPMG, one of the major accounting firms, based in Victoria, Vancouver, Calgary, Ottawa, China and Korea. James and his wife Lois retired to the Cowichan Valley in 2003 to take time for gardening and enjoying the family dog Harley. He is currently active in Rotary, Community Planning and Quamichan Stewards.

Georgina (Georgie) Jackson

Key Staff: Terri Mattin Dame MA, Executive Director

Terri has an undergraduate degree in Urban and Regional Geography, and an MA in Community Safety & Crime Prevention emphasizing local and neighbourhood planning, social development and inclusion. Terri has over twenty years of experience in project and performance management, community-based research and social development, working with complex community issues, engaging communities and developing and maintaining collaborative relationships.

APPENDIX B: BACKGROUND ON AFFORDABLE HOUSING AND HOMELESSNESS ISSUES

Affordable Housing and Homelessness

The issue of affordable housing has been of concern in the Cowichan region for the past decade or more. Several reports have outlined issues and needs including:

1. SPC/RAHD (2007) Inadequate Shelter in the Cowichan Valley
2. SPC/RAHD (2010) Cowichan Region Affordable Housing Strategy
3. SPC/RAHD (2010) Affordable Housing in the Cowichan Valley, A Discussion Paper
4. RAHD/SPC (2014) Aboriginal Off-Reserve Housing Needs in the Cowichan Region
5. RAHD/SPC (2014) Cowichan Region Homelessness Report
6. CVRD (2013) Cobble Hill Age-Friendly Community Report
7. CVRD (2014) Regional Affordable Housing Needs Assessment
8. CVRD (2014) Housing Indicators Report
9. CVRD (2017) Mill Bay Age-Friendly community Report
10. BC Non Profit Housing Association (2012) Our Home, Our Future: Projections of Rental Housing Demand and Core Housing Need – Cowichan Valley Regional District to 2036
11. Cowichan Housing Association (2016) Youth Homelessness and Housing Challenges Community Meetings
12. Emmanuel, Joy (2017) Duncan Winter and Summer Point in Time Homeless Counts
13. Cowichan Housing Association (2017) Affordable Housing Snapshot
14. Cowichan Housing Association (2017) Rental Housing Snapshot
15. Cowichan Housing Association (2017) Cost of Homelessness

In 2015, the Regional Affordable Housing Directorate developed a Business Case for a Cowichan Valley Regional Affordable Housing Trust Fund which outlined the implications of establishing a Housing Trust Fund, essentially a way to assist non-profit housing providers with capital costs related to new affordable housing projects, or renovations to existing affordable housing.

In addition to local studies that have highlighted issues of homelessness and affordable housing, these issues have been discussed at numerous community tables including the Tze Tza Community Advisory Board, CVRD Community Safety Advisory Commission, Cowichan Harm Reduction Roundtable, Our Cowichan Communities Health Network, Social Planning Cowichan, the Cowichan Safe Needle Disposal Committee, the Mental Health and Substance Use Collective Impact table, and Safer Pregnancies Collaborative.

Key challenges in the region include: increasing costs to own, increasing demand and cost for rental housing, declining rental supply plus adequacy issues, and increasing homelessness.

- In 2011, 8,325 or 25% of CVRD households did not meet one or more standards for housing adequacy, suitability or affordability. This number represents an increase of over 100 households since 2006.
- The 2014 Cowichan Regional Affordable Housing Needs Assessment characterized a range of housing needs for both affordable home ownership and affordable rentals.
- 1 in 5 families in the CVRD are renter households.
- In 2011, 3,195 (1 in 2) Renter households in the CVRD were spending more than 30% of their

income on housing.

- The 2017 Point in Time Counts indicate an increase of approximately 26% of absolutely homeless people in the Cowichan Region since 2014.

Costs Associated with Homelessness and Lack of Affordable Housing

Homelessness and inadequate housing are correlated with increased incidence of illness and injury, and incarceration. The annual economic costs of responding to homelessness in Canada through emergency responses such as shelters, policing, and emergency medical services is estimated to be as high as \$7.05 billion, annually.

Our Cowichan Communities Health Network is gathering research to provide a comprehensive estimate of the range of local costs borne by services in relation to homelessness, mental health and substance use. At present we have two indicators that illustrate this aspect: 1) Justice: In January 2017 Duncan/North Cowichan RCMP utilized the equivalent of two full time officers on issues related to homelessness. A total weekly cost for policing homelessness by the Detachment would be \$8,190 and over one month, \$32,760. 2) Health Care: On the night of the February 2017 Count, 29 people were being kept at the local hospital who no longer needed the acute care services of a hospital because they do not have adequate housing to be released to.

Current Programming and Initiatives

There are many organizations in the region providing a wide range of services to support the well being of individuals. A number of organizations provide homelessness supports and shelter services, including the local branch of the Canadian Mental Health Association that operates Warmland Shelter (30 plus 10 extreme weather beds). Ladysmith Resource Centre operates 5-10 emergency shelter beds. CMHA also operates scattered site housing and Tenant Support, as well as a Sobering and Detox program. Cowichan Women Against Violence Society Transition House operates 10 shelter beds for women and children. A comprehensive inventory of existing community resources is being prepared through the Regional Community Plan process.

The Cowichan Region has nineteen Non Profit Housing buildings, with approximately 540 units (110 of which are for First Nations families living off-reserve). As at March 2017 there were 154 individuals on wait lists.

The Cowichan Region currently has insufficient supply of housing that is affordable for many people. Statistics indicate 750 renter households in the region are currently in need of a new unit, and rental housing demand in Cowichan Valley is projected to increase by 30% to 34% over the next 25 years. Within five years alone, we will need an additional 1092 units to accommodate the need.

Currently, federal and provincial levels of government are funding housing projects and services to address homelessness in our region. These include:

- Homeless Partnering Strategy Aboriginal Funding (United Way Community Entity) is investing over \$150,000 annually into Aboriginal Homelessness in Duncan. The Tze Tza Watul Community Advisory Board supports investment decisions and currently, HPS is funding a youth outreach program and a breakfast program at Hiiye'yu Lelum - House of Friendship. HPS is also currently funding a regional Community Plan to Address Homelessness and Affordable Housing, and

funded the 2 Point-in-Time counts that took place in 2017. HPS is also supporting the Extreme Weather Shelter for women.

- The Homeless Partnering Strategy Innovative Solutions Program is currently funding CHA to work with the Mental Health and Substance Use Collective Impact Team in the development of a Youth Housing First initiative including a comprehensive Needs Assessment, Housing First Plan and Housing Plan.
- Homelessness Partnering Strategy Rural and Remote Funding through CHA supports Tenant and Landlord education, information and referrals and Emergency Housing Assistance.

The work to address affordable housing needs and homelessness prevention in the Cowichan Region is complex and will potentially require substantial investments. In “BC’s Affordable Housing Plan” the BC Non Profit Housing Association estimates that a \$28.39 million average annual investment is needed to support current and future affordability and supply needs in the Cowichan Valley. The report suggests that to meet these needs, resources should come from all levels of government and the community. While this overall level of funding may not be realistically achievable, key to this message is the importance of broad partnerships, collaboratively planning and prioritizing actions, and increasing available resources.

Evidence on Homelessness and Affordable Housing Solutions

The current situation with regard to homelessness and affordable housing in the Cowichan Region mirrors that of many communities across Canada and in depth research into evidence and Best Practices has been done to provide a foundation for action. Responses and solutions that have been successful in other communities indicate the importance of taking a Housing First approach, increasing affordable housing stock, and creating partnerships at local, provincial and federal levels to garner resources and the necessary collaboration to address the complexities of the problem.

- *The At Home Chez Soi Project funded by the Mental Health Commission of Canada estimated that for every \$10 invested in affordable housing, a cost savings of almost \$22 was the economic result.*
- *The BC Housing (2016) Social Return on Investment report noted that for every dollar invested in supporting affordable housing, between two and three dollars in direct social and economic value is created for individuals, governments, and communities.*

Key Actions on Homelessness and Affordable Housing During 2017

In recognition of the links between housing and the social determinants of health, and the need for working together, five key organizations (Cowichan Housing Association, Social Planning Cowichan, Our Cowichan Communities Health Network, United Way, Cowichan Division of Family Practice) are working collaboratively to build capacity and coordination, foster affordable housing development and enhance prevention and response to issues of homelessness and affordable housing.

This year, a number of initiatives have been launched in the community toward fostering awareness of the issues, development of community plans and development of partnerships needed for affordable housing development and homelessness prevention.

During 2017, three community forums were held that brought together community members to develop an overarching coordinating structure that would bring the necessary partnerships together to address

this complex issue. These efforts were coordinated by Social Planning Cowichan, Our Cowichan Communities Health Network, Cowichan Housing Association and the United Way, with funding from the federal Homelessness Partnership Strategy (Duncan Aboriginal and Rural/Remote HPS), and the in-kind efforts of all the organizations involved in the planning. The Community Plan Steering Committee evolved into the Cowichan Coalition to Address Homelessness and Housing was formed in October 2017 with the Vision that: All citizens in the Cowichan Region have a safe, affordable home and adequate supports for well-being.

The Cowichan Coalition (see Appendices C and D) will house four streams of work – Homelessness Prevention and Response, Affordable Housing, Communications/Education/Advocacy and Funding. Key highlights of work to date include:

- The Coalition has been working over the past year with a consultant (funded by HPS through the Tze Tza Watul Community Advisory Board and United Way) to prepare a comprehensive plan to address homelessness and affordable housing for the region. This plan will be complete by March 2018. Included in the plan will be a service gap analysis, map of what funding currently comes into the community, and recommendations on solutions that are tailored for the Cowichan region and grounded in experience learned from other communities on the Island and in BC. The Coalition is currently undertaking actions to address an extreme weather response for the winter months.
- Also under the Coalition umbrella, Cowichan Housing Association in partnership with the Mental Health and Substance Use Collective Impact Team is working on a Housing First for Youth Initiative and Youth Housing Plan (also funded by HPS) that will be completed in May of 2018.
- The Ad Hoc Affordable Housing Committee under the Coalition is working to identify potential properties, community and funding partnerships for the creation of Youth Transitional and Supported Housing and Affordable Housing units.
- The Home Team (Cowichan Housing Association, Social Planning Cowichan, Our Cowichan Community Health Network and United Way) designed and delivered a workshop for CVRD Elected Officials and Staff in November 2017 to provide information on local government options for affordable housing.

National and Provincial Context

Recently, senior levels of government have resumed engagement with housing matters. The federal government, in its 2017 budget, announced \$11.2 billion over 11 years allocated for the implementation of an inclusive National Housing Strategy.

The new National Housing Strategy was released in November 2017 lays out a framework of investments that will be implemented in partnership with local and provincial levels of government.

- The National Housing Strategy is a 10-year, \$40-billion plan with the goal of a 50% reduction in chronic homelessness, 100,000 units of new housing and 300,000 units repaired or renewed.
- It will include a National Housing Co-Investment Fund that will provide \$15.9 billion – including \$4.7 billion in contributions and \$11.2 billion in low interest loans – to repair existing rental housing and

develop new affordable housing. The Fund is expected to create up to 60,000 new homes and repair up to 240,000 existing community homes.

- The federal government will invite provinces and territories to partner on a jointly funded \$4-billion Canada Housing Benefit. To be launched in 2020, the Canada Housing Benefit will provide affordability support directly to families and individuals in housing need, including those currently living in social housing, those on a social housing wait-list and those housed in the private market but struggling to make ends meet.

At the Provincial level the mandate letter for the Minister of Municipal Affairs and Housing indicates the intention that through partnerships with local governments, the federal government, and the private and not-for-profit sectors, the Province will begin to build 114,000 units of affordable market rental, non-profit, co-op, supported social housing and owner-purchase housing. In both the provincial and federal cases, there is an expectation that matching funds will be raised by the community.

With the return of senior levels of government to the funding table for affordable housing, there are opportunities for the CVRD to assist non-profit organizations and others in addressing the issues.

Examples of Regional District Homelessness and Affordable Housing Services

Nearby examples of local government-community partnerships include the Capital Regional District (CRD), and the Comox Valley Regional District.

Comox Valley Regional District

The Comox Valley Regional District has established a financial service related to homelessness as an “arm’s length” model, in that the board will approve annual funding contributions to non-governmental organizations (NGOs) to deliver the services. Bylaw Number 389 was adopted in 2015, and is “A bylaw to establish the Comox Valley homelessness supports service to provide funds to non-governmental organizations to address homelessness in the Comox Valley”. Funding is provided to one or more local non-governmental organizations based on a board-approved, and community developed, five-year action plan to address homelessness in the Comox Valley, with annual recommendations from the Coalition to End Homelessness.

In this case, with the support of the local community, as determined through a specific survey in advance of the referendum, a level of taxation was established specifically to support the provision of resources to the community to address the issues. The northern CVRD can be characterized as facilitating the work of community. There is no overhead burden within the regional district to support their Housing Service. The funds are passed straight through to the community.

Capital Regional District

The CRD has established a two-part housing function: 1) the Capital Region Housing Corporation (CRHC), and 2) a division called Housing Planning and Programs (HPP). HPP has a mandate to develop a coordinated approach within the Region to increase the supply of affordable housing by identifying how municipalities, funding agencies and the non-profit sector can work together to meet the housing needs of the most vulnerable citizens. The CRD provides funding to the Victoria Coalition and also manages a Housing Trust Fund.

The Regional Housing Trust Fund is a key implementation initiative of the Regional Housing Affordability Strategy. The Fund was established by the CRD Board in 2005, in recognition that housing affordability is a regional priority and key issue in the Capital Region. The Fund provides capital grants for “bricks and mortar” in the acquisition, development and retention of housing that is affordable to households with low or moderate incomes in the Capital Region. The Regional Housing Trust Fund has significantly increased the Capital Region’s ability to raise funds for affordable housing, by raising an ongoing equity stake that can be used to leverage additional funds, primarily from senior levels of government and the private sector. Between 2005-2016 \$9.6 million was granted toward capital assets valued at more than \$114 million.

In 2016 the CRD Board approved the Regional Housing First Program (RHFP) Implementation Plan that will create at least 268 supported and affordable housing units at provincial shelter rates and at least 175 housing units affordable to low and moderate income households in the region. Island Health has agreed to align its existing mental health and substance services with new affordable housing opportunities developed through the RHFP.

Observations

These two examples from neighbouring regional districts showcase the power of community and local government partnerships. Such partnerships leverage the strengths of community groups to maximize the financial investments that are required, which are within the purview of local governments. They also position a community or region to best compete for funding from senior levels of government to address the issues.

Neither of these examples can be transferred directly to the Cowichan Region. We need a “made in Cowichan” response to the issues we have here, that reflects the community resources and energy on these issues. However, these examples can serve as inspirations and case studies, allowing the Cowichan Region to learn from the initiatives of others.

APPENDIX C: COWICHAN COALITION DRAFT GUIDING PRINCIPLES

(NOVEMBER 2017)

1. Overarching Aims

- To connect, coordinate, collaborate, and communicate around issues of homelessness and affordable housing needs in the Cowichan Valley Regional District, and to promote, support and facilitate the development of affordable housing.
- To foster and support policy to promote the development of affordable housing.

2. Functions of the Coalition

The Cowichan Coalition will undertake four inter-related streams of work that will be outlined in a Strategic Plan.

i. Affordable Housing

- Assesses, evaluates, and monitors the need for affordable housing
- Plans, sets targets
- Links with other streams to identify projects, research and facilitate funding, leverage resources, service provision, education and advocacy

ii. Homelessness Response and Prevention

- Coordinates the continuum of services to facilitate a holistic response for supporting individuals to get and maintain housing
- Assists with navigation
- Includes Housing First

iii. Communications/Education/Advocacy

- Ensures communications between the Coalition work streams
- Provides continuous communication with the larger community
- Provides, supports and facilitates community dialogue and education needed to promote support for affordable housing and reduce stigma
- Is guided by a Communications Strategy
- Provides a table for issues relating to systemic challenges

iv. Funding and Resource Procurement

- Researches, networks and fosters development of a range of resources including funding from government, foundations, private sector, as well as in kind resources and lands
- Works to align funding

3. Representation

- Representation on the Cowichan Coalition will be comprehensive and diverse. The Coalition will include people with lived experience, community agencies from pre-natal to end of life, faith-based organizations, the business, construction and economic development sectors, and municipal, regional, provincial, federal levels of government ensuring adequate representation from Cowichan Tribes and other First Nation bands.
- The Coalition will work to have strong links with local governments, including staff and/or political representation from the CVRD and all member municipalities.
- The Cowichan Coalition will provide the community 'space' for dialogue and action on homelessness and

affordable housing. As such it must be inclusive and provide a trusted and culturally safe environment.

- To ensure that it is properly linked and informed, it will establish a Social Inclusion Advisory Committee/function.
- To ensure focussed and specific attention to Aboriginal and Youth homelessness and housing issues, the Coalition will have Aboriginal and Youth Task Forces.

4. Structure and Process

- The Cowichan Coalition will be guided by a Coalition Charter, Terms of Reference, Vision and Mission Statements. These documents will provide for transparency and accountability, and will have a process built in for self-assessment.
- The Cowichan Coalition will be guided by a Strategic Plan with clear and achievable goals that highlight **“Every citizen in the Cowichan Region has access to safe, affordable and supported housing”**. The Strategic Plan will include an evaluation and monitoring plan and be re-visited annually to allow for changing needs.
- To ensure sustainability, Coalition members may choose to form a registered Society, and seek ongoing funding that will contribute to the activities as well as coordination and administration.
- The Coalition will either be supported by a “backbone”, or through the formation of a Society, will provide a backbone function for the community (similar to the Victoria model).
- The Cowichan Coalition is regional in scope to acknowledge that issues and needs cross municipal, electoral and health jurisdictions, and are not limited to urban areas.
- The Coalition will need a strong and efficient Administrative structure to support the range of work.
- The Cowichan Coalition will liaise and network with other Coalitions, and seek mentorship of the Victoria Coalition.

APPENDIX D: COWICHAN COALITION INITIAL STRUCTURE

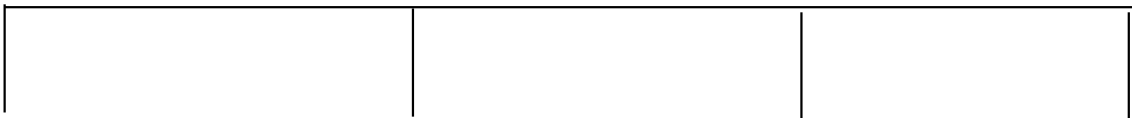
Vision:
 All citizens in the Cowichan Region have a safe, affordable home and adequate supports for well-being

COWICHAN COALITION TO ADDRESS HOMELESSNESS AND HOUSING

Leadership, strategic planning, collaboration, coordination, capacity building

Home Team
 Facilitating
 Coalition
 Development

Community Plans



Homeless Prevention and Response

Affordable Housing

Advocacy and Education

Funding

Housing First
 Emergency Response

- Women’s Winter Shelter
- Warming Station
- Housing Subsidies

Affordable Housing Strategy
 Housing Projects and Partnerships

Communications
 Community Education and Awareness
 Advocacy

Allocations
 Funding Partnerships
 Fundraising

RESEARCH, DATA COLLECTION AND ANALYSIS
 DATABASE OF INFORMATION, STATISTICS, FUNDING, PARTNERSHIPS AND RESOURCES

Collective Impact Framework
 Common agenda, Shared measures across initiatives, Continuous communication across initiatives, Mutually reinforcing activities,



January 15, 2018

Chair Jon Lefebure
Members of the CVRD Board of Directors
Cowichan Valley Regional District
175 Ingram Street, Duncan BC V9L 1N8

Dear Chair Lefebure and Members of the Board,

Re: Affordable Housing and Homelessness in the Cowichan Region

Cowichan Housing Association (CHA), together with members of the newly formed Cowichan Coalition to Address Homelessness and Affordable Housing, have worked over the past year to build capacity and collaboration toward addressing issues of homelessness and lack of affordable housing in the Cowichan Region.

We request that the CVRD Board take action on Affordable Housing and the rising number of homeless in our region. The attached report provides further background on the current situation with regard to Affordable Housing, steps the community is taking to address this issue, and the gaps that have been identified. These gaps include lack of funding to support affordable housing initiatives, lack of comprehensive strategy for attainable housing and CVRD assistance in planning and partnership initiatives.

Therefore we are making the recommendation that:

- I. The Cowichan Valley Regional District (CVRD) establish a CVRD Affordable Housing Contribution Service to address issues related to Affordable Housing and Homelessness Prevention
- II. The CVRD enter into a working agreement with Cowichan Housing Association (CHA) to manage the funding on behalf of the community and provide community coordination and development services related to affordable housing and homelessness prevention
- III. The CVRD support the development of a Regional Attainable Housing Strategy and Action Plan that will assist in guiding implementation of the Service objectives
- IV. The CVRD strengthen community partnerships through allocating staff time to support and participate in community planning processes.

Attached please find our proposal and case for the recommendations that we have made.

Sincerely,

A handwritten signature in black ink that reads "Terri Dame".

Terri Mattin Dame
Executive Director, Cowichan Housing Association

Affordable Housing In the Cowichan Region

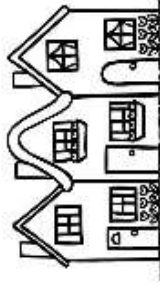
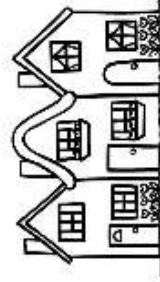
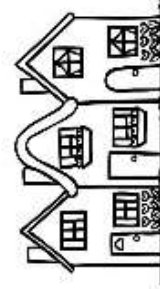
Cowichan Housing Association
January 2018

UB2



A Decade of Work and Success

- RAHD (2007-2014)
- Cowichan Housing Association (2015)
- Solid base of research and data (2015-2017)
- Homelessness Prevention projects (2013-now)
- Cowichan Coalition formed (2017)
- National Strategy announced stressing Partnerships
at all levels



Increasing Housing Need



What Has Been Learned

- This is an issue that spans many sectors
- Housing First is key
- Housing is a long term investment with economic, social and health benefits
- Partnerships are essential: collaboration and working regionally



What is needed to move forward

- Financial resources at the local level to support partnership funding and collaboration
- Regional picture and action plan for Attainable Housing
- Local government partnerships for planning and data



Why It's So Hard to Build Affordable Housing: It's Not Affordable

Developers struggle to break even on rental projects for the poorest Americans.

By **Patrick Clark**

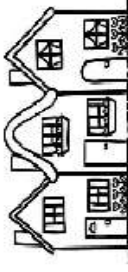
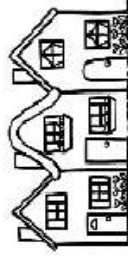
July 26, 2016, 3:00 AM PDT

A real estate developer wanted to increase affordable housing in Denver, trying to make fiscal sense out of a plan to build rental apartments for people making only 30 percent of the area's median income—the kind of housing America desperately needs. He discovered that, no matter what lever he moved or compromise he made, he was going to need some money from the government to make it work. Then he was going to need some more.



A CVRD Affordable Housing Contribution Service

- I. Assist in the acquisition, development and retention of affordable housing
- II. Prevent housing loss and homelessness
- III. Facilitate community planning and partnerships
- IV. Research and analysis to inform and guide planning and decisions
- V. Engage, educate and inform the broader community
 - I. Ensure efficient management, oversight, monitoring and accountability

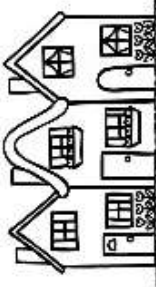
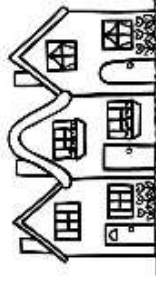
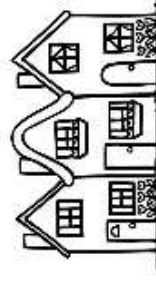
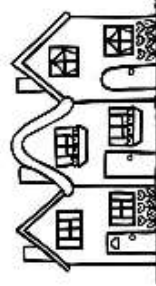
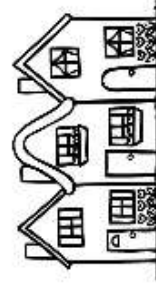


- Flow through funding
- Administered under Service Agreement by Cowichan Housing Association
- Management, Monitoring and Accountability
- Consultation, planning with the Cowichan Coalition and CVRD
- Recommendations for allocations based on solid principles, criteria and priorities



Recommended Annual CVRD Affordable Housing Contribution Service

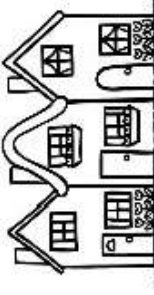
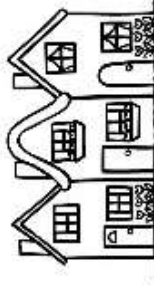
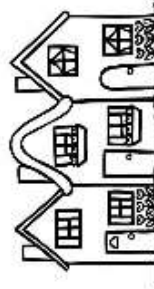
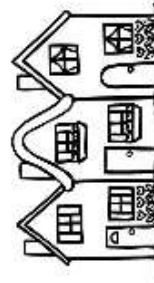
- \$500,000 (67%) directly for affordable housing and homelessness prevention.
- \$137,500 (18%) devoted to implementation of Service objectives
- \$112,500 (15%) devoted to administration of the Service
- \$15,000 (2%) CVRD Administrative fee



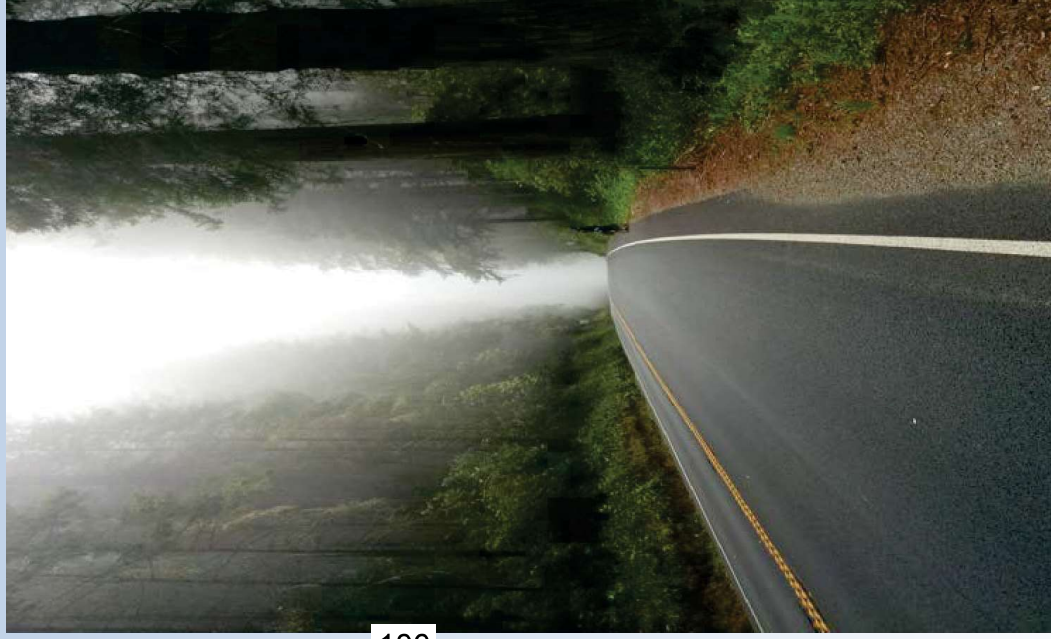
Cost Areas

Implementation and Administration

- Community planning services
- Research, data, policy analysis
- Coordination, communications and education activities
- Management
- Overhead
- Professional development
- Accounting and financial processes



Next Steps: 2018



- **Finalize Community Plans**
- **Undertake region-wide community engagement and education**
- **Continue to update knowledge, research and best practices**
- **Coalition development and key implementation plans**
- **Systems planning - financial accountability, monitoring and performance, policies and linkages**



Desired Outcomes



- **By spring 2019, Service established with a solid administrative / financial structure and guiding partnerships, policies and processes**
- **Established community and government / funding partnerships**
- **Community plans and strategies in place to guide investment**
- **A new era for collaboration and investment begins**





STAFF REPORT TO THE BOARD

DATE OF REPORT January 12, 2018

MEETING TYPE & DATE Board Meeting of January 24, 2018

FROM: Legislative Services Division
Corporate Services Department

SUBJECT: Options and Timing for Seeking Public Approval - Regional Grant-in-Aid Service Establishment Proposal

FILE: Bylaw No. 4162

PURPOSE/INTRODUCTION

The purpose of this report is to choose the method by which to seek public approval regarding proposed Regional Grant-in-Aid Service Establishment Bylaw No. 4162, including the timing of when to seek public approval.

RECOMMENDED RESOLUTION

For direction.

BACKGROUND

The Board considered recommendations from the Grant-in-Aid select committee at the November 29, 2017 Board meeting and passed the following resolution:

“That a bylaw be prepared to establish a new Regional Grant-in-Aid service with a maximum requisition of \$150,000 and with the service area consisting of all thirteen jurisdictions”.

Regional Grant-in-Aid Service Establishment Bylaw No. 4162 has been prepared and is ready for consideration of first three readings. However, the Board needs to decide the method by which to seek public approval regarding Bylaw No. 4162 and the timing of when to seek public approval.

ANALYSIS

Prior to establishing this new Regional Grant-in-Aid service, public approval is required either through an Alternative Approval Process (AAP) or by Referendum. In either case, the Board’s AAP policy requires a 60 day public engagement period prior to undertaking an AAP (or Referendum). Since this proposal is for a full regional service, the costs incurred during the public engagement period will be significantly higher than if only one or two jurisdictions were participating service partners.

An unaddressed information card sent by direct mailing to all households in the region would cost a minimum \$30,000 for design, printing and postage costs. Four open houses (one each in the north, central, west and south geographical areas) would incur \$5,000 to \$7,000 in costs (handouts, advertising, storyboards, mileage, refreshments, and hall rentals). Staff resources would be used to update and manage PlaceSpeak, social media and the regional district’s website.

The cost for the required community engagement is estimated at approximately \$37,000. If, after considering the input received from the community, the Board proceeds with the proposal, the approximate cost for the legislated newspaper advertising would be an additional \$3,000.

Option #1 – Spring AAP (With Stand Alone Referendum Option)

First three readings are given to Bylaw No. 4162 at this meeting (January 24) with the community engagement period occurring from late January to late March. Public comments would be considered at the March 28th meeting and the Board would decide whether or not to proceed with an AAP. If the decision is to proceed, the elector response deadline would be set for June 6, 2018. Provided less than 10% of the electors oppose the adoption of Bylaw No. 4162, the Board would consider adoption of the Bylaw on June 13, 2018.

If more than 10% of the electors are opposed, the Board has the option of proceeding to referendum within 80 days of the AAP deadline date of June 6. This would result in a referendum being held on August 25. Local governments occasionally proceed to referendum if the percentage of opposed is slightly more than 10% of the electors. However, since the total requisition of the proposed service is \$150,000 annually and the cost of a stand alone regional referendum would be approximately \$150,000, it is extremely unlikely that the Board would proceed with a referendum in this scenario.

Option #2 – Summer AAP (With Referendum Option Held in Conjunction With the Election)

First three readings are given to Bylaw No. 4162 on March 14 with the community engagement period occurring from mid-March to mid-May. Public comments would be considered at the May 23 meeting and the Board would decide whether or not to proceed with an AAP. If the decision is to proceed, the elector response deadline would be set for August 7, 2018. Provided less than 10% of the electors oppose the adoption of Bylaw No. 4162, the Board would consider adoption of the Bylaw on August 22, 2018.

If more than 10% of the electors are opposed, the Board has the option of proceeding to referendum within 80 days of the AAP deadline date of August 7. This would result in a referendum being held in conjunction with the election on October 20. The referendum costs in this scenario would be approximately \$3,000 for additional statutory newspaper advertising.

Option #3 – Direct to Referendum (Held in Conjunction With the Election)

The Board gives first three readings to Bylaw No. 4162 on June 13 with the community engagement period occurring from mid-June to mid-August. Public comments would be considered on August 8 and the Board would decide whether or not to proceed to referendum. If the decision is to proceed, the referendum would be held in conjunction with the election on October 20.

FINANCIAL CONSIDERATIONS

Approximately \$40,000 for community engagement and statutory newspaper advertising.

COMMUNICATION CONSIDERATIONS

All three options would require a two month community engagement period in order to obtain public comments on the proposed service. Additional communication would be required if a referendum is held.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

N/A

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Water Management, Recycling & Waste Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

Reviewed by:




Joe Barry
Corporate Secretary

Not Applicable
Not Applicable

Not Applicable
Not Applicable

Reviewed for Form and Content and Approved for Submission to the Board:

Chief Administrative Officer's Comments / Concurrence



Mark Kueber, CPA, CGA
A/CAO

ATTACHMENTS:

Attachment A – 2018 Timelines for Seeking Public Approval

Attachment A									
2018 TIMELINES FOR SEEKING PUBLIC APPROVAL									
	Date Board Gives First Three Readings to bylaw	60 Day Formal Community Engagement (while Province considers formal approval of bylaw)	Date when Board considers public comments and sets AAP Deadline Date	Statutory Newspaper AAP Ads	60 Day Elector Response Period	AAP Deadline Date	Date when Board considers adoption of bylaw	If Board decides to take bylaw to Referendum (must be within 80 days of AAP Deadline Date)	
Spring AAP (with no option of going to referendum)	January 24	Late January to Late March	March 28	April 6 and April 13	Mid-April to Mid-June	Wed. June 6	June 13	Saturday August 25	
Summer AAP (with option of going to referendum in October)	March 14	Mid-March to Mid-May	May 23	May 30 and June 6	Early June to Early August	Tuesday August 7	August 22	Saturday October 20 **same day as election*	
Direct to Referendum (no AAP)	June 13	Mid-June to Mid-August	N/A	N/A	N/A	N/A * Aug 8 - Board approves wording of Ref. question	N/A	Saturday October 20 **same day as election*	