

# AGENDA

## FINANCE AND GOVERNANCE STANDING COMMITTEE Monday, July 19, 2021 10:00 to 11:30 am COUNCIL CHAMBERS

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### MEETING BY ELECTRONIC PARTICIPATION

Due to COVID-19 measures, Saanich is unable to accommodate the public for any Council, Committee of the Whole, Advisory, Board or Foundation meetings while maintaining the limits on large gatherings due to the Public Health Order.

As per the Order of the Minister of Public Safety and Solicitor General, Emergency Program Act, Ministerial Order No. M192, public attendance at the meeting is not required if it cannot be accommodated in accordance with the applicable requirements or recommendations under the Public Health Act.

To hear this meeting by phone, please call: 1-833-214-3122  
Access code: 393 632 345#

MS Teams callers are identified by their phone number, which will be viewed on screen by all attendees of the meeting, and not retained.

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### 1. MINUTES FOR ADOPTION

- June 7, 2021 (attached)

### 2. COMMUNITY ASSOCIATIONS

- Report of the Manager of Legislative Services dated July 5, 2021 (attached)
- For Committee information.

### 3. COMMUNITY ASSOCIATIONS – GRANT APPLICATION PROCESS

- Report of the Manager of Legislative Services dated June 30, 2021 (attached)
- For Committee information.

### 4. COUNCIL STRATEGIC INITIATIVES CONTINGENCY POLICY

- Report of the Director of Finance dated June 29, 2021 (attached)
- For Committee review and recommendation to Council.

### 5. SAANICH COMMUNITY GRANTS PROGRAM POLICY

- Report of the Director of Finance dated June 25, 2021 (attached)
- For Committee review and provide direction to staff.

### 6. LONG TERM FINANCIAL PLAN PROJECT UPDATE

- Report of the Director of Finance dated July 2, 2021 (attached)
- For Committee information.

### 7. 1<sup>st</sup> TRIMESTER REPORT – January 1, 2021 to April 30, 2021 (attached)

- For receipt by Committee and forward to Council

### 8. REPORTS TO COUNCIL – Mayor Haynes

- For Committee discussion

### 9. COUNCIL DISCLOSURE / PRIVACY PROCEDURES – Councillor Harper

- For initial Committee discussion

... ADJOURNMENT ...

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**MINUTES OF THE  
FINANCE AND GOVERNANCE STANDING COMMITTEE  
COUNCIL CHAMBERS  
SAANICH MUNICIPAL HALL, 770 VERNON AVENUE  
MONDAY, JUNE 7, 2021 AT 1:00 PM**

Present: Chair: Councillor Susan Brice  
Members: Mayor Haynes, Councillors Harper and Mersereau  
Staff Members: Paul Thorkelsson, Chief Administrative Officer; Valla Tinney, Director of Finance; Paul Arslan, Senior Manager, Finance; Jennifer Downie, Administrative Assistant.

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**MEETING BY ELECTRONIC PARTICIPATION**

Due to COVID-19 measures, the Saanich Municipal Hall is closed to the public. As per the Order of the Minister of Public Safety and Solicitor General, Emergency Program Act, Ministerial Order M192, public attendance at the meeting is not required if it cannot be accommodated in accordance with the applicable requirements or recommendations under the Public Health Act.

Members of the public were provided with information on how to access and listen to the proceedings.

**MINUTES FOR ADOPTION**

**MOVED by Councillor Mersereau and seconded by Mayor Haynes: "That the minutes of the Finance and Governance Standing Committee meeting of April 19, 2021 be adopted as circulated."**

**CARRIED**

**BUDGET GUIDELINES**

The Director of Finance presented the following report: Budget Guideline Review dated May 17, 2021.

The purpose of the report was to provide background information to support the Committee discussion related to budget guidelines.

At the April 20, 2021 Special Council Meeting the following motion was ratified by Council as one of the outcomes of the receipt of the CAO's Long Range Staffing Plan:

**MOVED by Councillor Brice and Seconded by Councillor Chambers: "That the topic of budget guidelines be referred to the Mayor's Standing Committee on Finance and Governance for recommendations."**

Council discussion included the following comments:

- Budget guidelines that only allow for non-discretionary increases contributes to the backlog of resourcing needs
- Concern about an approach that does not allow for staff to bring forward new staffing needs.
- There is a relationship between the impact of budget guidelines and an organization approach to staffing.
- Recognition that the guidelines need to change over time as circumstances shift.

In response to Councillor Brice, the Director of Finance advised that the procedure could be that the Committee recommend to Council to continue with the budget guidelines as this has been part of the Saanich budget process, or if there is a different approach that Council could direct staff to go do more research on budget guidelines.

The Chief Administrative Officer noted that if there is an interest in changing the process a recommendation to Council to direct staff to investigate different approaches or provide some options to this approach would be appropriate. It is outside the Committee's established mandate to provide budget guidelines to Council.

In response to Councillor Brice, the Director of Finance noted that any motions coming forward from this meeting will be incorporated into the budget guidelines report.

The Director of Finance noted that the Long Term Financial Plan Development Project was just awarded. Work will be starting soon on this multi month project. The objective of the project is to ensure that the District has the tools to sustain its current and future operational and infrastructure requirements. The project will provide the District with a baseline and solid framework for moving forward.

Councillor Mersereau put forward the following motion:

**“That the Finance and Governance Standing Committee recommend that Council direct staff to proceed with the typical budget process for the 2022 budget and that staff explore options for a new budget process for the 2023 budget based on outcomes from the Long Term Financial Planning Project.”**

The motion failed due to a lack of a seconder.

**Moved by Councillor Harper: That the Finance and Governance Standing Committee recommend that the current guidelines be used as the basis for planning the current budget but must also include a process identifying all costs with 3% being the maximum increase.”**

**Moved by Councillor Harper and seconded by Mayor Haynes: “That the motion be amended to: That the Finance and Governance Standing Committee recommend that the current guidelines be used as the basis for planning the current budget but must also include a process identifying all costs with 3.5% being the maximum increase.**

The Director of Finance will incorporate into the budget guidelines information that is readily available and relevant to budget discussions (this information may include historical data on cost of living, budget increases, Consumer Price Index, etc.).

Committee members had a fulsome discussion relating to setting maximum increases, cost of living increases, affordability, long term strategy, and linking and integrating funding to long term plans.

The Committee was cautioned by the Chair not to get into budget deliberations at this time.

The Chief Administrative Officer advised that the Committee should not delve into providing specific direction; however, in its recommendation to Council emphasize the importance of

having a robust discussion when the guidelines come forward.

After receiving caution, the mover and seconder were prepared to withdraw their motion if a subsequent motion was put forward. Committee members agreed and emphasized that discussions need to take place with Council.

**The Amendment to the Motion was WITHDRAWN**

**Moved by Mayor Haynes and seconded by Councillor Harper: "That the Finance and Governance Standing Committee refer the staff material to Council for their information and recommends that Council have a deliberation on what would be seen as a maximum lift for 2022.**

**CARRIED**  
**with Councillor Mersereau OPPOSED**

#### **HONORARIUM – RESILIENT SAANICH TECHNICAL COMMITTEE CHAIRS (RSTC)**

Councillor Mersereau reviewed the memo dated March 22, 2021 and provided background information on the request.

The Committee appreciates the work of the members of the Resilient Saanich Technical Committee, however, are not able to support the request as the terms were set out by Council and agreed to by members at the onset.

**MOVED by Mayor Haynes and seconded by Councillor Harper: "That the Finance and Governance Standing Committee recommend to Council not to support the request to change the honorarium as noted in the memo dated, March 22, 2021 from the RSTC Council Liaison."**

**CARRIED**

#### **ADJOURNMENT**

On the motion from Councillor Brice the meeting adjourned at 2:30 pm.

\_\_\_\_\_  
Chair

I hereby certify these Minutes are accurate.

\_\_\_\_\_  
Committee Secretary



## The Corporation of the District of Saanich

# Report

**To:** Mayor's Standing Committee on Finance & Governance  
**From:** Angila Bains, Manager, Legislative Services/Municipal Clerk  
**Date:** July 5, 2021  
**Subject:** Community Associations

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### RECOMMENDATION

That the committee receive the report for information.

### BACKGROUND

At its March 15, 2021 meeting, the Mayor's Standing Committee on Finance and Governance resolved as follows:

"That the Finance and Governance Standing Committee direct staff to bring back to a future meeting any current documentation, outlines, and requirements, in relation to community associations that are a part of Saanich."

Historically, Saanich has a very unique and robust relationship with Community Associations in its jurisdiction, leading to consultation and engagement practices above and beyond any legislative requirements. These practices have also shaped the community and its growth over several years and ensures good governance, accountability and transparency of Councils.

### DISCUSSION

Community Associations are independent groups, established and guided under the *Societies Act* and are not managed by the District of Saanich. They are comprised of local area residents who can provide valuable input to Council and Saanich staff on items of interest such as land use and planning proposals. Some members of community associations do seek representation on Saanich advisory committees which provides another level of engagement with Saanich Council.

As per the *Societies Act*, Community Associations must establish a constitution as a governing document that would set out the society's name and purposes. Bylaws must be established respecting membership, the society's directors, general meeting procedures, and presentation of financial statements at its annual general meeting.

Saanich has a unique relationship with community associations that have been established within its boundaries. Community associations form the membership to the Saanich Community Association Network (SCAN). As members of SCAN, community associations have the ability to share information and experiences that can lead to creative and proactive solutions to issues that affect Saanich communities.

Community Associations are considered important stakeholders and the District communicates in the same manner as it would with other stakeholders, i.e. notification is sent out to inform Community Associations of important projects. The District may also use other channels to communicate with stakeholders, i.e. social media, Saanich website and Spotlight newsletter to target the broader population within Saanich's Community Associations.

Provided for the Committee's deliberations, the following are some examples of Saanich's relationship or engagement with Community Associations specific to program areas or initiatives:

- **Chief Administrative Officer**

On an annual basis, the Chief Administrative Officer (CAO) reaches out to all community associations to provide an opportunity to present at any scheduled meeting with its executive. The community associations are able to provide questions on topics of interest that they wish to have addressed in advanced. Generally each meeting has become an information sharing event that is well received and attended.

- **Legislative Services**

Legislative Services communicates via email with all Community Associations on all matters of community interest. Notification is provided according to provisions in the Land Use and Development Procedures Bylaw, including permit notifications occurring at least 10 calendar days before any meeting. The Land Use and Development Procedure Bylaw, *Local Government Act*, and other municipal bylaws identify the parties that need to be notified. The legislation does not require notification to Community Associations; however in Saanich, relevant community associations receive notice of development applications. Legislative Services also has a practice of providing additional notifications as a courtesy which is comprehensive and goes well beyond what is required by legislation or done by other municipalities.

If any community association requests to be notified on an upcoming (non-development application) agenda item, the department does provide additional notification. Staff do not try to assess which items may be of interest to community associations. The community associations are welcome to request their addition to any notification list, "Notice of Meeting" email distribution or explore RSS feeds available to them on the Saanich website.

There have been requests from community associations to be provided advance notice of upcoming agenda items/reports. Unfortunately, with the timing of when reports are received in Legislative Services and processed for upcoming agendas, the request for reports in advance is not feasible or practicable. Outlined are examples of the timelines when reports are submitted to Legislative Services.

Example 1 – Report not requiring legislative notification (standard report to Council)

	Reports Submitted to Legislative	Reports Must be Posted for Council	Mayor/CAO/MC Agenda Review	Agenda Published (reports published)	Meeting Date
Days Before Meeting	10 Days	7-10 Days	6 Days	4 or 5 Days	Day Zero

Example 2 – Report with legislative notification (Development Permit Applications, etc.):

	Reports Submitted to Legislative	Reports Must be Posted for Council	Radius/Courtesy Notification	Mayor/CAO/MC Agenda Review	Agenda Published (reports published)	Meeting Date
Days Before Meeting	17 Days	14-17 Days	11-12 Days	6 Days	4 or 5 Days	Day Zero

Note: The above is different for public hearings as we also factor in newspaper notices, etc.

- **Planning**

The Planning Department works extensively with Community Associations through community planning projects (ex. Local Area Planning, Climate Action work, Environmental Initiatives) and in relation to the review of development proposals. As time permits, staff engage with Community Associations to discuss planning issues neighbourhoods are dealing with and the development process in general. Such meetings also allow residents to get to know the Current (development) Planner assigned to their neighbourhood, and other staff members responsible for Sustainability, Community Planning and Environmental initiatives.

- **Saanich Community Grants Program**

The purpose of the Saanich Community Grants Program is to provide financial support to non-profit community associations and organizations for services, projects or events that contribute toward the Saanich vision described in the Official Community Plan and align with Council's Strategic Plan. Financial support recognizes the valuable resources and contributions of non-profit organizations and community members in helping the District of Saanich maintain a strong community focus.

Community Associations can apply for grants under the Community Grants Program Policy. They are eligible for Strategic Priority Grants or Community Building Grants if they are non-profit societies. If they are not a society, then they could apply for a Small Act of Vibrancy micro grant for initiatives that enhance or steward a public green space. All criteria are outlined in the attached policy. <https://www.saanich.ca/EN/main/community/community-grants.html>

- **Community Associations and Public Safety**

The Saanich Police Department responds to the needs and requests of community associations on issues related to public safety and works with them in partnership to address concerns and find solutions. This includes participation in community meetings, crime prevention initiatives, and stakeholder collaboration for operational and strategic planning purposes. The Department regularly receives correspondence from residents regarding traffic, parking, noise, animal, and other nuisance concerns. Responding to these concerns is the Department's only additional involvement with community associations beyond the community engagement aspect and there are no policies, agreements, or funding models in place. Also, the Police Board is responsible for all governance as per the *Police Act*.

Although the Saanich Fire Department does not have policies, agreements or funding models, it engages with community associations regarding fire prevention and safety initiatives throughout Saanich.

Prior to the pandemic, Fire Prevention members attended association meetings and events, such as Cordova Bay Day, to provide fire prevention and safety information. Community associations are also engaged regarding Fire Department initiatives, including the Fire Station No. 2 replacement project, superior tanker shuttle service accreditation and summer fire safety programs. Department members also respond to enquiries and meet with association representatives to discuss fire hazards, outdoor burning, wildfire protection and emergency preparedness.

- **Governance Review Task Force Standing Committee**

It is important to note that the previous Council had commissioned a Governance Review Task Force which made specific recommendations to Council regarding Community Associations. In response to the report of the task force and at its January 10, 2018, Saanich Council requested feedback from Saanich Community Association Network (SCAN) regarding the outcome of the Governance Review Task Force Standing Committee on the following:

- Community Engagement – Community Associations Formalize Community Associations by establishing Terms of Reference. "That this item be referred to the Saanich Community Association Network (SCAN) for further comment."
- Community Engagement – Community Associations Assign Council liaisons to Community Associations that rotate on a regular basis. "That this item be referred to the Saanich Community Association Network (SCAN) for comment and indication of their level of interest."

In October of 2019, the President of SCAN advised at that time the members could not come to a consensus. At the time they felt that asking the Community Association to agree to a single vision that would describe and encompass the values of all associations was not achievable at that time.

## **ALTERNATIVES**

- 1) That the Committee receive the report for information.
- 2) That the Committee provide alternate direction regarding Community Associations that would require Council's consideration.



## FINANCIAL IMPLICATIONS

On an annual basis as part of Saanich's budget process, Community Associations are eligible to receive a grant in accordance with the Community Grants Program. There are no other financial implications.

## CONCLUSION

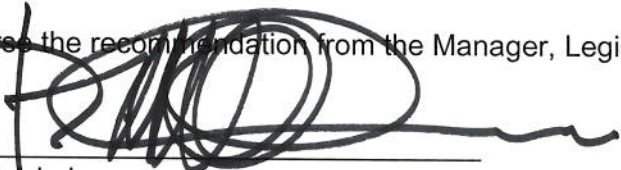
The report provides the Committee with a snapshot of Saanich's commitment and engagement with Community Associations to maintain good relations and transparency. Although there is no formal arrangement or legislative requirement specifically for local governments to engage with Community Associations, Saanich will always endeavour to engage citizens and encourage public participation from all residents and the established Community Associations.



Angila Bains  
Manager, Legislative Services  
Municipal Clerk

## CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:

I endorse the recommendation from the Manager, Legislative Services/Municipal Clerk.



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Paul Thorkelsson  
Chief Administrative Officer

**ADMINISTRATIVE POLICY**

**2/AGR**

<b>SUBJECT: AGRICULTURAL LAND RESERVE APPEAL - NOTIFICATION</b>		
<b>DATE OF ISSUE:</b>	APRIL 21, 1986	<b>ORIGIN:</b> CLERK'S OFFICE
<b>REVISED:</b>	NOVEMBER 26, 2001	
<b>REVISED:</b>	JULY 15, 2004	

All property owners/occupiers within a 50 metre radius will be notified by mail ten days in advance of applications proceeding to the Committee of the Whole for subdivision or removal of land from the Agricultural Land Reserve.

The notice will also be forwarded to the Peninsula Agricultural Commission (c/o the Secretary) as well as the applicable local community association.

## ADMINISTRATIVE POLICY

6/DEV

<b>SUBJECT:</b> DEVELOPMENT PERMIT APPLICATION (NO REZONING INVOLVED)	
<b>DATE:</b> MARCH, 1984	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> NOVEMBER, 1994	
NOVEMBER, 2000	
MARCH, 2007	
JULY 4, 2008	

1. The applicant is encouraged to consult with the Area Planner prior to the formal submission of an application.
2. The applicant submits a completed application form to the Planning Department together with the required application fee and all required submission information.
3. The Administrative Staff records the application; date stamps the plans and the application form, and checks that the correct fee has been paid, a receipt issued and form signed by the owner/applicant. Staff assign a DP number through Tidemark and set up the file.
4. The application is passed to the Area Planner.
5. The Area Planner reviews the application to ensure that the correct legal description is given and that all other information is complete and correct. If submission information is missing, the Area Planner contacts the applicant to request the information.
6. The Area Planner checks the plans for accuracy and conformity, prepares a plan check sheet, completes the Referral Form digitally, and returns the application to Administrative staff.
7. Administrative Staff:
  - a. Send referral information to internal and external agencies as determined by the Area Planner;
  - b. Enter 80 day BF date to announce follow up to meet 90 day deadline.
  - c. Send a standard form letter to the applicant, acknowledging receipt of application;
  - d. Send letter to Community Association if an association is active for the area, including copy of referral form and map.
8. The Development Coordinator prepares a servicing requirements letter and forwards to the Area Planner.
9. Area Planner receives referral responses and sends out deficiency letter along with servicing requirements to applicant.

<b>SUBJECT:</b> DEVELOPMENT PERMIT APPLICATION (NO REZONING INVOLVED)	
<b>DATE:</b> MARCH, 1984	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> NOVEMBER, 1994	
NOVEMBER, 2000	
MARCH, 2007	
JULY 4, 2008	

10. If changes to the submitted plans are required to accommodate Bylaw or Engineering requirements, the applicant prepares revised plans and submits the required number of copies to the Area Planner.
11. Where the application is for the construction of a building the value of which is in excess of \$100,000 other than a single family dwelling or a duplex, the proposal is sent to the Advisory Design Panel.
12. The Advisory Design Panel reviews the application and sends a recommendation to Council with a copy to the Planner.
13. The Area Planner prepares a report to Council with recommendations. The Area Planner prepares the Development Permit and attaches it to the report.
14. The Director of Planning reviews and signs the report.
15. The Administrative Assistant sends the report, the Development Permit and Engineering Service Requirements, one complete set of full-sized plans, and 12 complete sets of reduced plans for Mayor and Council to the Legislative Division and a copy to the Manager of Inspection Services. They must be received by the Legislative Division before 12:00 noon on the Monday two weeks (14 days) prior to the Committee of the Whole meeting.
16. The Legislative Division prepares and sends notices to owners/occupiers of the property within a 50 m radius of the proposed development ten days prior to the Committee of the Whole meeting at which the permit will be considered.
17.
  - a) If the Committee rejects the application, the Legislative Division advises the applicant by letter.
  - b) If the Committee recommends approval of the Development Permit, the recommendation is forwarded to the next Council meeting.
18. Council may approve or reject the application.

<b>SUBJECT:</b> DEVELOPMENT PERMIT APPLICATION (NO REZONING INVOLVED)	
<b>DATE:</b> MARCH, 1984	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> NOVEMBER, 1994	
NOVEMBER, 2000	
MARCH, 2007	
JULY 4, 2008	

19. If Council rejects the Development Permit, the Legislative Division advises the applicant by letter.
20. If Council approves the Development Permit, a Resolution is passed authorizing the signing of the Permit pursuant to Section 976 of the Local Government Act. The Development Permit is signed and issued to the applicant by the Legislative Division, along with a stamped set of plans (11x17 format) and any Tree Permits.
21. The Legislative Division forwards copies of the signed Development Permit to the Planning Department and to the Development Division after which a Building Permit can be issued.
22. A Development Assistant records the Development Permit on the zoning maps and enters the DP on the parcel attributes in Tidemark. New Zoning atlas pages are issued.

## COUNCIL POLICY

<b>SUBJECT:</b> LIQUOR LICENSING PUBLIC CONSULTATION PROCESS FOR LIQUOR-PRIMARY AND FOOD-PRIMARY LICENSES	
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<b>DATE:</b> MARCH 22, 2004	<b>REFERENCE:</b> 04/105
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### **POLICY**

The Municipality of Saanich has adopted a public consultation process further to its role in the Provincial liquor licensing program. The public consultation process is designed to ensure the community receives early and adequate notification with respect to liquor license referrals and is afforded opportunities to gather information and have input on the applications. The community includes residents, community associations, schools, businesses and social facilities. The public consultation process recognizes the Municipality's ongoing commitment to engage the community.

### **BACKGROUND**

The Provincial Liquor Control and Licensing Branch (LCLB) consults with local governments on applications for new liquor-primary licenses and on certain amendments to existing liquor-primary and food-primary licenses. This consultation takes the form of application referrals, the intent of which is to obtain a resolution from the local government recommending whether the license should be issued. The final decision on any liquor license application rests with the LCLB.

### **PROCESS**

#### **New Liquor-Primary Licenses**

- Upon receipt of a license referral, early notice of the application shall be given to the area community association and any schools, businesses and social facilities within a 180 metre radius of the subject property.
- The applicant will be advised to engage the community by holding a public information meeting or open house inviting residents, the community association, and representatives of schools, businesses and social facilities.
- The application will be considered by Council at a Public Hearing using the same procedures as those used for rezoning applications. Notice of the Public Hearing will be mailed to all owners, residents, the community association, and any schools, businesses and social facilities within a 180 metre radius. The Notice of Public Hearing will be advertised in accordance with the statutory requirements used for rezoning applications.
- Where a rezoning is necessary, the rezoning and liquor license applications will be considered at the same Public Hearing.

**Amendments to Existing Liquor-Primary and Food-Primary Licenses**

- Upon receipt of a license referral, early notice of the application shall be given to the area community association and any schools, businesses and social facilities within a minimum 90 metre radius of the subject property.
- The application will be considered by Council at a Committee of the Whole meeting. Notice of the meeting will be mailed to all owners, residents, the community association, and any schools, businesses and social facilities within a minimum 90 metre radius. The meeting will be advertised in the weekly notice of meetings in accordance with regular practice.

**Temporary Amendments to Existing Liquor-Primary and Food-Primary Licenses**

- Referrals of applications for temporary license amendments shall be reviewed by the Police Department and/or Fire Department, depending on the nature of the application.
- If the Police Department and/or Fire Department have no objections to the application, the application shall be returned to the LCLB without reference to Council.
- If either department recommends rejection of the application, it shall be referred to Council for a decision.

**ADMINISTRATIVE POLICY**

**6/REZ**

<b>SUBJECT:</b> REZONING / DEVELOPMENT PERMIT APPLICATION PROCEDURES	
<b>DATE:</b> MARCH, 1994	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> NOVEMBER, 1994	
NOVEMBER, 2000	
JULY, 2001	
MAY, 2002	
MARCH, 2007	

1. The applicant is encouraged to consult with the Area Planner prior to the formal submission of an application.
2. The applicant submits a completed application form to the Planning Department together with the rezoning and development permit fees and required submission information.
3. The Development Permit application is attached to and processed concurrently with the rezoning application.
4. Planning Administrative staff assigns a case number in Tidemark and check that the correct fee has been paid and a receipt issued. The application is passed to the Area Planner, including a copy of the draft Environmental and Social Review memo.
5. The Area Planner reviews the application to ensure that the correct legal description is given and that all other information is complete and correct. A digital Referral Form is completed.
6. The Area Planner checks the plans against the Zoning Bylaw requirements and prepares a Development Plan Check Sheet and Development Summary.
7. Administrative Staff:
  - a. Send referral information to internal and external agencies as determined by the Area Planner
  - b. Enter 80 day BF date to announce follow up to meet 90 day deadline.
  - c. Send a standard form letter to the applicant acknowledging receipt of the application, including posting requirements for rezoning notification signs. The applicant must verify to the Planning Department that rezoning notification signs have been posted as required.
  - d. Send letter to Community Association if an association is active for the area, including copy of referral form and map.
8. Administrative staff send the Legislative Division copies of the letter to the applicant with a copy of the referral.
9. The Development Coordinator prepares servicing requirements letter and forwards to the Area Planner.



<b>SUBJECT:</b> REZONING / DEVELOPMENT PERMIT APPLICATION PROCEDURES	
<b>DATE:</b> MARCH, 1994	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> NOVEMBER, 1994	
NOVEMBER, 2000	
JULY, 2001	
MAY, 2002	
MARCH, 2007	

10. A pre-zoning meeting is held by the Area Planner to discuss the departmental position prior to a report being written.
11. The Advisory Design Panel considers the project and the Panel's recommendation is forwarded to the Area Planner.
12. The Area Planner prepares a report to Council with recommendations. The Area Planner prepares the development permit and attaches it, along with the recommendation of the Advisory Design Panel, to the report.
13. The Director of Planning reviews and signs the report.
14. The Administrative Assistant sends the report to the Legislative Division for inclusion on the Committee of the Whole agenda.
15. The Committee of the Whole considers the rezoning application and may send the application to a Public Hearing, postpone the application for further information, or reject the application.
16. If the application is rejected, the Legislative Division will inform the applicant by letter.
17. Applications forwarded to a Public Hearing require the Legislative Division to prepare a Zoning Bylaw amendment, a newspaper notice and a notice to all owners and occupiers of property within 90 m of the property to be zoned.
18. The Legislative Division will place the amending bylaw before Council for first reading prior to the Public Hearing.
19. At the Public Hearing, Council may approve or reject the application, or adjourn the Public Hearing for additional information.
20. If the application is rejected, the Legislative Division advises the applicant by letter.
21. If the application is approved, the amending bylaw will be given second and third readings and may be given final reading if there are no additional approvals required and no outstanding commitments to be finalized. The Development Permit is also recommended for approval.

<b>SUBJECT:</b> REZONING / DEVELOPMENT PERMIT APPLICATION PROCEDURES	
<b>DATE:</b> MARCH, 1994	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> NOVEMBER, 1994 NOVEMBER, 2000 JULY, 2001 MAY, 2002 MARCH, 2007	

22. In the case of rezoning application within 800 m of an intersection of a controlled access highway, the Legislative Division will forward the application to the Provincial District Highways Manager for approval.
23. The Legislative Division advises the applicant of any necessary commitments required by Council (such as restrictive covenants) before final reading is processed.
24. Upon receipt of approval from the Highways Manager and completion of other necessary commitments, the Legislative Division will place the bylaw before Council for adoption and the Development Permit before Council for ratification.
25. If Council approves the Development Permit, a resolution is passed authorizing the signing of the Permit pursuant to Section 976 of the Local Government Act. The Development Permit is signed and issued by the Legislative Division, along with a stamped set of plans (11x17 format) and any Tree Permits.
26. The Legislative Division forwards copies of the signed Development Permit to the Planning Department and to the Inspection Services Division after which a Building Permit can be issued.
27. The Legislative Division sends copies of the approved bylaw changes to the Planning Department.
28. A Development Assistant records the amendment on the zoning maps and in Tidemark and issues revised zoning atlas pages. In the case of text changes, Planning Administration staff issue revised bylaw pages.

<b>SUBJECT: COMMUNICATIONS</b>	
<b>DATE OF ISSUE: SEPTEMBER, 2013</b>	<b>ORIGIN: ADMINISTRATION</b>

## **I. OBJECTIVE**

The purpose of this policy is to define a standard of communications for the District. Communication to both external and internal audiences should consider all audiences and should be;

- Open
- Honest
- Factual
- Relevant
- Accurate
- Timely
- Responsive
- Proactive
- Linked to corporate strategy

The following objectives will assist in achieving this standard:

- Information will be shared within the organization to support informed and engaged employees in providing excellent customer service.
- Communication with external audiences will be strategic and proactive.
- Quality communication will be achieved and maintained through the effective use of communication tools and methods, consistent standards for writing, and adherence to branding and graphic design standards.

## **II. DEFINITION**

"Audiences" means taxpayers, residents, staff, community associations, businesses, District suppliers, other levels of government, and all other individuals and groups with whom the District of Saanich works with and/or serves.

## **III. GUIDELINES**

The following principles are the foundation for all communication initiatives and processes:

- **Consider all audiences.** Review who will be affected by the work underway, including residents, businesses, interest groups and stakeholders such as local and regional organizations and use methods that best meet their needs.
- **Open and honest.** Adhere to the commitment of sharing information, data and other materials to assist with establishing trust and credibility.
- **Factual, relevant and accurate.** Present information clearly, outlining the need and benefits of the project or process, as well as the considerations being reviewed, such as potential challenges, the implications for various decisions and the costs involved.
- **Linked to strategy.** Messages include linkages to Strategic Plan and/or OCP to demonstrate the purpose and provide context for why work is being done, as well as how it supports progress towards goals and vision for community.
- **Timely.** Information is provided to residents early in the process as well as at regular intervals.
- **Proactive:** Information sharing is triggered by the opportunity to inform the community early and in advance of requests for information – not waiting until the community requests updates – including more proactive communication on completed projects, success stories and achievements that benefit residents as well as consistent messaging related to the District's role, services and Strategic Plan.
- **Responsive.** Requests for information or other communication are responded to quickly and with relevant information to answer the questions or address concerns. Follow the response guidelines contained in the Customer Service Policy (Administrative policy 5/CUSTOMER) for requests made in-person, by phone, by voicemail, via the web, email or in writing.

#### IV. CONFIDENTIALITY

In all communications, employees must comply with all legislated requirements regarding access and disclosure of information as well as the protection of personal information. Employees must comply with the Saanich Freedom of Information and Protection of Privacy policy.

**V. COPYRIGHT**

Employees must comply with the Canadian Copyright Act to ensure the ownership rights associated with works subject to copyright are fully respected in all communications.

**VI. VISUAL IDENTITY**

A clear and consistent visual identity assists the audience in recognizing and accessing the policies, programs, services and initiatives of the District of Saanich. To present a strong, unified, consistent identity, employees must follow the District of Saanich Visual Identity Program (VIP) and display the Saanich wordmark or Saanich Coat of Arms in all communications, regardless of medium, for external and internal use. Refer to the Visual Identity Program (VIP) guidelines for details on the use of the Coat of Arms and wordmark and as a guide for development of all public materials issued by the Municipality.

<b>SUBJECT: ENVIRONMENTAL AND SOCIAL REVIEW PROCESS</b>	
<b>DATE: NOVEMBER 2, 1992</b>	<b>ORIGIN: PLANNING</b>
<b>AMENDED: SEPTEMBER 9, 2002</b>	

**POLICY**

The Municipality of Saanich has adopted an Environmental and Social Review (ESR) Process to identify the environmental and social impacts, both positive and negative, on specific initiatives undertaken within the Municipality.

**PROCESS**

The Environmental and Social Review Process is administered by the Planning Department. All zoning and subdivision applications shall be screened to determine whether or not an ESR is required. The Director of Planning Services/Approving Officer, in consultation with appropriate Municipal staff, shall consider if an application should be recommended for an ESR where:

- a) the land in question is:
  - § within 50 m of
    - a natural park
    - the Agricultural Land Reserve
    - a watercourse designated pursuant to Saanich bylaws
    - a Floodplain Development Permit Area
  - § within 60 m of a marine shoreline
  - § outside the Urban Containment Boundary and involves a rezoning for
    - commercial use
    - industrial use
    - institutional use
  - § outside the Urban Containment Boundary and involves a subdivision to create five or more lots
  - § deemed to be environmentally sensitive
- b) the proposed use is likely to result in significant social impacts upon the general area or the Municipality.

In considering whether or not to recommend or require an ESR, the Director of Planning Services/Approving Officer should consider the following questions:

1. Complexity
  - a) Are there numerous inter-related environmental and social issues raised by the application?
  - b) Can staff identify the degree of impact and provide and coordinate mitigation measures outside the ESR process?
  
2. Time and Resources

Do staff have the necessary time and resources to adequately assess the project without the benefit of an ESR?

Where a rezoning application is recommended to Council for an ESR, a report shall be prepared for the Committee of the Whole outlining the environmental and/or social issues that warrant investigation plus the proposed Terms of Reference for the ESR and a brief project description.

Where a rezoning application is not recommended for an ESR, a brief memorandum shall be sent to the Mayor and Councillors and the relevant community association citing the reason(s) for not recommending an ESR.

Within 10 working days of delivery of the memorandum, the Mayor or any Councillor may request the matter be placed on a Council agenda for discussion.

Where an environmental and social review is required either by Council or the Approving Officer, the applicant will undertake the review at their expense based on the Terms of Reference established by Council or the Director of Planning Services, as the case may be.

The selection of the consultant shall be made by the applicant and approved by the Director of Planning Services prior to the work commencing. The consultant involved in submitting the rezoning or subdivision application shall not conduct or participate in the Environmental and Social review.

Upon acceptance of the final ESR by the District, the relevant community association and/or interested members of the public shall be afforded an opportunity to peruse the report at the Municipal Hall.

The conclusions of an environmental and social review for a rezoning application will be presented to Council by the Director of Planning Services as part of the report on the application. For a subdivision application, the Approving Officer will review and consider the conclusions of an environmental and social review.

**SUBJECT:** PUBLIC PARTICIPATION

**DATE OF ISSUE:** SEPTEMBER, 2013

**ORIGIN:** ADMINISTRATION

The District of Saanich believes that decisions are improved by engaging citizens and other stakeholder groups. The District is committed to undertaking public participation on issues that affect citizens' lives and their District. The District is committed to reporting back to citizens on how their views have been considered in the decision making process. The District is committed to transparent and inclusive processes that are supported by factual information, are inclusive of the diversity of Saanich and are within the District's ability to finance and resource.

### Guiding Principles

The following principles will guide public participation activities conducted by the District:

Inclusiveness: The District will endeavor to involve and enable the participation of all interested parties across the full range of our diverse population.

Transparency: The District will endeavor to ensure decision processes, procedures and constraints are understood and followed. The purpose and limitations on public participation will be made clear. Respective roles and responsibilities will be clearly communicated. Feedback will be provided on what stakeholders said and how their opinion was considered by decision makers.

Access: The District will ensure that accurate information is available to participants in a timely manner.

Respect: Public participation requires the mutual respect of all participants. The District will listen with an open mind and show consideration and value for another person's point of view.

Honesty: In conducting public participation the District will demonstrate our core value of honesty; we will tell the truth, follow through on commitments and act in a trustworthy manner.



Public Participation Framework

Whenever the District undertakes a public participation process, the objective of the participation, the commitment for performance and the level of the framework will be clarified at the beginning of the process. Each level describes a type or depth of participation that may be appropriate to support the pending decision.

	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Objectives of the Public Participation</b>	To provide balanced and objective information to support understanding by the public	To obtain feedback on analysis, alternatives, issues and/or decisions	To work with the public to ensure that concerns and aspirations are understood and considered	To facilitate discussions and agreements between public parties to identify common ground for action and solutions	To place final decision making in the hands of the public
<b>District of Saanich Commitment</b>	To inform the public	To listen to and consider the public's concerns	To work with the public to exchange information, ideas and concerns	To seek advice and innovations from amongst various public parties	To work with the public to implement agreed upon decisions
<b>Examples of issues/ technique that might fall in these categories</b>	Repair or replacement of existing park asset  Open Houses – Solar Hot Water  Public Works notices of construction/ repair	Change of recreation program format  Mapping Update -Environmentally Significant Areas  Capital project planning or designing	New park asset such as new playground or new trail  Climate Change Adaptation Plan	Park concept & or management plans ie Cadboro-Gyro Park  Official Community Plan  Technical Advisory Committee  "Safe Routes to School" plans	Referendum  Elections/ By-election  Alternate approval process
<b>Participant's Responsibility</b>	To become informed	To provide feedback	To be open to other points of view and work with staff and other members of the public	To put aside personal agendas and participate in discussions	To work with staff to implement agreed upon decisions

**Commitment & Resources**

The District, within its ability and capacity, will allocate adequate financial, human and technical resources for effective public participation.

The District will support citizens and stakeholder groups to develop their skills and ability to participate effectively. This support will involve education and information about District processes, initiatives and policies.

**Accountability and Evaluation**

The District will be accountable for acting in accordance with this policy. Public participation processes will be measured for consistency with the stated objective and commitment.

The District will report, on an annual basis, on the public participation activities that have been conducted.

## ADMINISTRATIVE POLICY

6/SUB

<b>SUBJECT:</b> SUBDIVISION APPLICATION PROCEDURES	
<b>DATE:</b> MARCH, 1984	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> MARCH, 1995	
NOVEMBER, 2000	
MAY, 2002	

### PROCEDURE

1. An applicant usually consults with the Subdivision or relevant Planning staff prior to the formal submission of an application.
2. An applicant submits a completed subdivision application form to the Planning Department together with an application fee (450.00 for the first lot, 100.00 each additional lot), three prints of a tree plan with protective root zones, a Floor Space Ratio worksheet, a Spacial Separations worksheet, a contaminated sites form and twelve sets of the preliminary subdivision plan.
3. The Planning Clerk records the application, date stamps the plans and the application form, assigns a file #, sets up a file, checks that the correct fee has been paid and a receipt issued. The Clerk circulates the ESR and Parks worksheet, then passes the application to Subdivision staff.
4. Subdivision staff conducts a detailed review of the proposed subdivision plan against the Subdivision and Zoning Bylaw requirements and applicable provincial legislation and prints off the subdivision plan check sheet. Subdivision staff conducts the site visit and does photo documentation of site.
5. Once the ESR procedure is complete, regular circulation and referral begins. Administrative staff send a letter and directions to the applicant for posting an information sign facing each road fronting the site. For subdivision with no rezoning, staff advise residents within 90 m of the proposal and the relevant Community Association. Photographic proof that the sign has been posted is required prior to Conditional Approval being drafted or a report prepared for Council.
6. On direction from Subdivision staff, Administrative staff distribute remaining circulation worksheets (Planning, Inspections) and prepare standard form letters to:
  - a) the Ministry of Highways where the property abuts a controlled access highway,
  - b) the School Board if more than five lots are being created,
  - c) B.C. Hydro if a cul-de-sac is to be dedicated.

<b>SUBJECT:</b> SUBDIVISION APPLICATION PROCEDURES	
<b>DATE:</b> MARCH, 1984	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> MARCH, 1995	
NOVEMBER, 2000	
MAY, 2002	

7. The Development Division performs site inspections and collates the preliminary servicing requirements from the Engineering Department and returns them to the Subdivision Office. Engineering comments are sent directly to the applicant by the Development Division.
8. Subdivision staff inspect the site upon receipt of comments from all departments circulated.
9. Subdivision staff may require further information with regard to house siting, topography, tree location, etc.
10. Subdivision staff prepare a report which is forwarded to Council for consideration of any lot not meeting the 10% frontage requirement of Section 944 of the Local Government Act. If rezoning is involved, the rezoning request is included in this report. Please refer to Administrative Policy, Rezoning Application Procedures with Subdivision.
11. Subdivision staff drafts Conditional Approval which includes specific engineering, parks and planning requirements relative to the subdivision, for the signature of the Approving Officer.
12. The applicant pays the examination fee, submits the survey plan, a duplicate mylar and six prints, a current Certificate of Title to the Subdivision Office and requests preparation of an S-1 Form from the Tax Department.
13. Subdivision staff checks the survey plan against the Conditional Approval.
14. Subdivision staff circulates a print of the survey plan to the Inspection Services Section.
15. Subdivision staff assign civic addresses on a paper print and sends a copy to the Fire Department.
16. Subdivision staff sends the survey plan for signatures to the Ministry of Highways and to Mayor and Clerk as required.
17. Subdivision staff requests the Solicitor to prepare conveyances and restrictive covenants and natural state covenants as required.

<b>SUBJECT:</b> SUBDIVISION APPLICATION PROCEDURES	
<b>DATE:</b> MARCH, 1984	<b>ORIGIN:</b> PLANNING
<b>AMENDED:</b> MARCH, 1995	
NOVEMBER, 2000	
MAY, 2002	

18. Subdivision staff obtains subdivision plan approval from the Approving Officer, upon receipt of an engineering approval memo and right-of-way documents from the Services Section, a form S-1 from the Tax Department and 5% cash in lieu of inspection if required.
19. Subdivision staff prepares a letter of transmittal and notifies either the surveyor, lawyer or applicant that the plan is ready for registration.
20. The surveyor or applicant deposits the survey plan with the Land Title Registrar.
21. The Drafting Department downloads a paperprint of the approved subdivision plan from the Land Titles Office and gives it to the Subdivision staff.
22. Using the Land Title Office paperprint, Subdivision staff identifies the plan number and also civic addresses on the transparent duplicate for each lot created and circulates to each municipal department concerned.
  - \$ Drafting
  - \$ Water
  - \$ Surveys
  - \$ B.C. Hydro
  - \$ Tax
  - \$ B.C. Assessment
  - \$ Land Development
  - \$ Planning
23. The Land Title Office paper print is returned to Drafting by Subdivision staff with a copy of the approved civics.

# Memo

To: Finance & Governance Standing Committee

From: Angila Bains, Manager, Legislative Services/Municipal Clerk

Date: June 30, 2021

Subject: **COMMUNITY ASSOCIATIONS – GRANT APPLICATION PROCESS**

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## RECOMMENDATION:

That the Finance & Governance Standing Committee receive for information.

## DISCUSSION:

At its April 20, 2021 Special Meeting, Council resolved as follows:

**“That Council request the Mayor’s Standing Committee on Finance and Governance to consider the appropriateness of requesting community associations to provide an annual report and membership number as part of their grant application.”**

This memo is provided to the Standing Committee for information and to note of an approved Council Policy on “Saanich Community Grants Program” (as attached). The policy states as follows:

### COMMUNITY SERVICE PROVIDER GRANTS

Community Association Operating Grants are provided to eligible, active, community associations to assist in defraying the annual administrative cost of operations, to facilitate communication to residents (e.g. newsletters, website), and to organize all-inclusive community events.

Eligible community associations that represent a population area of less than 10,000 may receive an annual operating grant of up to \$1,100 based on expenditures.

Eligible community associations that represent a population area of more than 10,000 may receive an annual operating grant of up to \$1,650 based on expenditures.

All eligible community associations may receive an annual liability insurance grant of up to \$500 per year based on expenditures.

The Saanich Community Association Network (SCAN) may receive funds to offset secretarial/administrative services to a maximum of \$1,500 per year based on expenses submitted.

If the Committee wishes to make any recommendations of changes for Council's consideration regarding the award of grants to Community Associations, staff would also request direction to amend the current Council Policy to align with any changes.



Angila Bains  
Manager, Legislative Services/Municipal Clerk

**CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:**

I endorse the recommendation from the Manager, Legislative Services/Municipal Clerk.



Paul Thorkelsson  
Chief Administrative Officer

## COUNCIL POLICY

<b>NAME:</b>	Saanich Community Grants Program	
<b>ISSUED:</b>	January 14, 2013	<b>INDEX REFERENCE:</b>
<b>AMENDED:</b>	October 7, 2013	
	November 27, 2017	
	December 16, 2019	<b>COUNCIL REFERENCE:</b> 13/CNCL
		Replaces 03/105, 88/CW, 90/CW

### 1.0 PURPOSE STATEMENT AND GENERAL GUIDELINES

The purpose of the Saanich Community Grants Program is to provide financial support to non-profit community associations and organizations for services, projects or events that contribute toward the Saanich vision described in the Official Community Plan and align with Council's Strategic Plan. Financial support recognizes the valuable resources and contributions of non-profit organizations and community members in helping the District of Saanich maintain a strong community focus.

Grant awards will be limited to funding levels established from time to time during the annual financial plan process.

All grant applications are received and administered by the Finance Department. All funding awards are approved by Saanich Council, excluding the Community Association Operating Grants, Small Acts of Vibrancy Grants and community Dry Grad Grants awarded by the Director of Finance.

Grant recipients will be required to submit a one page summary report on achievement of program/project goals within one year of receipt of the grant.

A summary of grant awards will be published in the Annual Report.

#### **AWARDS WILL NOT BE PROVIDED TO AND/OR USED TO:**

- individual persons, individual businesses, political groups, other government agencies, universities, colleges, schools or hospitals;
- organizations that receive funding from Saanich through regional or other grant processes (e.g. CRD Arts funding);
- accumulate funds for the same project over multiple years or fund projects already completed;
- combine applications for funding the same project or event;
- duplicate an existing public or private program;
- purchase land;
- fund travel, conference workshops, training or professional development costs;
- fund a deficit or debt repayment.



## APPLICATION PROCESS

All grant requests must be submitted to the Director of Finance on or before February 1<sup>st</sup>, with the exception of requests for Small Acts of Vibrancy Grants which may be submitted at any time of the year and Community Service Provider Grants which do not require annual application. All grant requests must be submitted using the application form prescribed by the Director of Finance and must include all required documentation, unless otherwise indicated. Incomplete applications will not be considered.

## 2.0 COMMUNITY GRANTS PROGRAM CATEGORIES

The Community Grants Program consists of four categories: Applications will be accepted in the following categories:

### 1. Community Service Provider Grants

- Community Association Operating Grant
- Other Community Service Provider Grants

### 2. Strategic Priorities Grants

### 3. Community Building Grants

- Community Events
- Community Well-Being and Place-making Projects

### 4. Micro Grants

- Small Acts of Vibrancy Grants
- Community Dry Grad Grants

## 3.0 TERMINOLOGY

**Community Association:** Means a Saanich-based non-profit association registered under the Society's Act serving a population in a particular geographic area and has been recognized by Council, either through the local area planning process, through historical precedent or through a special resolution of Council. The association must be open and inclusive, actively encourage neighbourhood participation and engage diverse community members.

**Non-Profit Organization:** Means an association or organization that is registered under the Society's Act and where funds or profits are used only for purposes of the society itself. The organization must be open and inclusive, actively encourage community participation,

engage diverse community members, and provide service to and/or include people who live and/or conduct work in Saanich.

**In-Kind Contribution:** Refers to community-matched contributions through volunteer labour, donated materials, or donated professional services and shall be valued at the market cost necessary if hired or purchased.

#### **4.0 PROGRAM REQUIREMENTS BY CATEGORY**

##### **COMMUNITY SERVICE PROVIDER GRANTS**

**Community Association Operating Grants** are provided to eligible, active, community associations to assist in defraying the annual administrative cost of operations, to facilitate communication to residents (e.g. newsletters, website), and to organize all inclusive community events.

- Eligible community associations that represent a population area of less than 10,000 may receive an annual operating grant of up to \$1,100 based on expenditures.
- Eligible community associations that represent a population area of more than 10,000 may receive an annual operating grant of up to \$1,650 based on expenditures.
- All eligible community associations may receive an annual liability insurance grant of up to \$500 per year based on expenditures.
- The Saanich Community Association Network (SCAN) may receive funds to offset secretarial/administrative services to a maximum of \$1,500 per year based on expenses submitted.

**Other Community Service Provider Grants** are provided to registered societies or non-profit organizations who provide a service, operate a facility owned by the municipality or have another formalized arrangement on an on-going basis. These grants are not awarded on a competitive basis. Funding levels are established through development of multi-year Contribution Agreements that are approved individually by Council. Where a Contribution Agreement is not yet finalized, Council will confirm funding levels during the annual budget process. Eligible organizations are listed in Schedule A.

**STRATEGIC PRIORITIES GRANTS** support registered societies and nonprofit organizations with activities and/or projects that advance actions and objectives in Saanich's Strategic Plan.

- Available to non-profit organizations and registered charities.
- Applications reviewed by the Standing Committee on Finance and Governance.

- Approved by Council during the annual financial planning process (awards confirmed by May 15<sup>th</sup> each year).

**COMMUNITY BUILDING GRANTS** support projects or events that enhance public spaces or contribute to community vibrancy in Saanich.

- Available to non-profit organizations and registered charities.
- Require matching contributions (cash or in kind of 75% of total project cost).
- Applications reviewed by the Standing Committee on Finance and Governance.
- Approved by Council during the annual financial planning process (awards confirmed by May 15<sup>th</sup> each year).

1. Community Events

- Maximum award \$7,500/year.
- Events must be open to all to attend.
- No limit on applying for grant over multiple years for same event.

2. Community Well-Being and Place-making Projects

- Maximum award \$10,000/year.
- Projects that enhance public spaces or contribute to community vibrancy.
- Projects that support First Nations reconciliation.
- Application may be made for a maximum of two consecutive years for the same project.

**MICRO-GRANTS**

1. **Small Acts of Vibrancy Grants** are provided to support neighbourhood initiatives that enhance or steward a public green space.

- Maximum award \$500.
- Maximum annual award to all recipients is \$5,000.
- Available to non-profit organizations, registered charities, community associations or groups and small informal groups of Saanich residents.
- Application may be made at any time, however awards are administered by the Director of Finance on an annual first-come, first served basis commencing January 1<sup>st</sup> of each year.
- Any unallocated funds will be carried forward and made available in the subsequent year.

2. **Community Dry Grad Grants** are provided to a graduating class of a Saanich Secondary School to support building a safer community through youth awareness and promotion of an alcohol free event.
  - Secondary school graduating class organizing committees may be eligible for up to \$5 per graduating student per year.
  - Awards are administered by the Director of Finance.

**SCHEDULE A**

**ORGANIZATIONS ELIGIBLE FOR OTHER COMMUNITY SERVICE PROVIDER GRANTS**

1. Goward House Society
2. Haliburton Community Organic Farm Society
3. Horticulture Centre of the Pacific
4. Saanich Heritage Foundation
5. Saanich Volunteer Services Society
6. Silver Threads Service



The Corporation of the District of Saanich

## Report

**To:** Finance and Governance Committee  
**From:** Valla Tinney, Director of Finance  
**Date:** June 29, 2021  
**Subject:** Council Strategic Initiatives Contingency Policy

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### RECOMMENDATION

That the Committee recommend that Council adopt Council Policy – Strategic Initiatives Contingency.

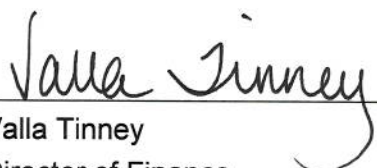
### PURPOSE

To present an updated draft policy incorporating the Committee's input.

### DISCUSSION

At the April 19<sup>th</sup>, 2021 meeting of the Committee the draft policy was reviewed and input was received. The updated policy provided incorporates that feedback. A final and tracked changes version are provided for reference and for endorsement to Council.

Prepared by

  
\_\_\_\_\_  
Valla Tinney  
Director of Finance

### ADMINISTRATOR'S COMMENTS:

I endorse the recommendation of the Director of Finance.

  
\_\_\_\_\_  
Paul Thorkelsson, CAO

## COUNCIL POLICY

X/CNCL

<b>SUBJECT:</b> STRATEGIC INITIATIVES CONTINGENCY	
<b>DATE OF ISSUE:</b> DATE, 2021	<b>INDEX REFERENCE:</b>
<b>AMENDED:</b>	<b>COUNCIL REFERENCE:</b>

### PURPOSE

To establish parameters for allocation of funding from Council's Strategic Initiatives Contingency (SIC).

### OBJECTIVES

Council has established a Strategic Initiatives Contingency to provide a source for funding emergent issues and opportunities of interest to Council that have not been allocated financial resources during development of the Financial Plan. This policy sets high level parameters for Council in establishing and allocating the SIC.

### SOURCE OF FUNDS

Transfers into the SIC occur annually as part of allocating the prior year surplus during Financial Plan deliberation meetings. Council will decide based on the availability of annual surplus and other requirements for one time funding the amount of the transfer each year. Transfers outside of this process may occur under unusual circumstances.

### EXPENDITURE OF THE SIC

1. A Council motion is required to approve expenditures from the SIC.
2. Requests will not be considered where funding has been denied through another Council process (e.g. Community Grants)
3. Staff may recommend use of the SIC through a Council report. All staff recommendations must indicate how the allocation aligns with Council's Strategic Plan goals or initiatives. Staff must obtain approval from the Finance Director or delegate prior to making a recommendation to ensure sufficient funds are available.
4. Requests must be for one time expenditures only and not establish a requirement for ongoing funding; the actual financial outlay may occur over more than one year.
5. Where funding amounts are estimated, actual costs will be tracked and only the amount of funding required will be allocated. Any unused funding allocation will remain in the SIC.

### REPORTING

Staff will prepare an annual report detailing funds transferred in, allocated and expended to be presented at the Financial Plan meeting where the annual allocation of funds to the SIC is considered.

Any staff report recommending funding from the SIC must include the current balance remaining in the SIC.

## COUNCIL POLICY

X/CNCL

<b>SUBJECT:</b> STRATEGIC INITIATIVES CONTINGENCY	
<b>DATE OF ISSUE:</b> DATE, 2021	<b>INDEX REFERENCE:</b>
<b>AMENDED:</b>	<b>COUNCIL REFERENCE:</b>

### PURPOSE

To establish ~~criteria parameters~~ for allocation of funding from Council's Strategic Initiatives Contingency (SIC).

### OBJECTIVES

Council has established a Strategic Initiatives Contingency to provide a source for funding emergent issues and opportunities of interest to Council that have not been allocated financial resources during development of the Financial Plan. This policy sets high level parameters for Council in establishing and allocating the SIC.

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Transfers into the SIC occur annually as part of allocating the prior year surplus during Financial Plan deliberation meetings. Council will decide based on the availability of annual surplus and other requirements for one time funding the amount of the transfer each year. Transfers outside of this process may occur under unusual circumstances.

### EXPENDITURE OF THE SIC

1. A Council motion is required to approve expenditures from the SIC.
2. ~~Council brings requests for expenditures from the SIC through a Notice of Motion; however r~~Requests will not be considered where funding has been denied through another Council process (e.g. Community Grants)
3. Staff may recommend use of the SIC through a Council report. All staff recommendations must indicate how the allocation aligns with Council's Strategic Plan goals or initiatives. Staff must obtain approval from the Finance Director or delegate prior to making a recommendation to ensure sufficient funds are available.
- 3.4. Requests must be for one time expenditures only and not establish a requirement for ongoing funding; the actual financial outlay may occur over more than one year.
- 4.5. Where funding amounts are estimated, actual costs will be tracked and only the amount of funding required will be allocated. Any unused funding allocation will remain in the SIC.

### REPORTING

Staff will prepare an annual report detailing funds transferred in, allocated and expended to be presented at the Financial Plan meeting where the annual allocation of funds to the SIC is considered.

Any staff report recommending funding from the SIC must include the current balance remaining in the SIC.





## The Corporation of the District of Saanich

# Report

**To:** Finance and Governance Committee  
**From:** Valla Tinney, Director of Finance  
**Date:** June 25, 2021  
**Subject:** Saanich Community Grants Program Policy

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### RECOMMENDATION

That the committee direct staff to update the Saanich Community Grants Program Policy to expand the Small Acts of Vibrancy grant to incorporate the Neighbour to Neighbour (N2N) program.

### PURPOSE

To seek support from the Standing Committee on Finance and Governance for amendments to the Saanich Community Grants Program Policy.

### DISCUSSION

In 2019, the Saanich Community Grants Program Policy underwent a comprehensive review and update by the Finance and Governance Committee. The new policy incorporates a "Small Acts of Vibrancy" micro-grant program for initiatives that enhance or steward a public green space. The District has not received any eligible applications for this grant. Some inquiries have been made, however the applicants projects did not meet the narrow criteria.

The Climate Plan adopted by Council in January 2020 and included in the plan under Community Wellbeing is Strategy C2 – empower Saanich residents and businesses to take Climate Action and the associated action – C2.10 – Develop a community grants program.

A multi-department team has been working on the development of a Neighbour to Neighbour (N2N) program and the draft terms of a grant program to implement the initiative. The N2N program will include staff support for the formation of new neighbourhood-level groups and neighbor-led projects to improve human and ecosystem resilience. When individuals and communities are connected, they have the ability to prepare for, endure, and recover from emergencies and challenges we face every day along with those extraordinary disruptions that come along from time-to-time. This program builds on the existing Neighbour to Neighbour webpage, a central hub for a range of Saanich programs and resources that supports community connections, bringing together complementary existing and emerging programming of the Saanich Emergency Program, Sustainability Division, Environmental Services Division, Parks Division, and Community Services Division.

Incorporating the N2N program into the existing micro grants has a high potential for success due to the dedicated team on the project that can champion and promote the opportunity and ensure that budgeted funds are used in the community. While the program design is still in development, the table below provides some high level information on the draft program goals.

Neighbour to Neighbour Community Grant Program			
	Emergency Program	Planning – Sustainability / Environmental Services	Parks
Draft Program Goals	<ul style="list-style-type: none"> <li>Residents make plans to help each other in emergencies</li> <li>Residents take action to become more prepared including getting to know their neighbours</li> <li>Promote profile and resident knowledge of the Saanich Emergency Program</li> <li>Promote volunteer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Enhance biodiversity</li> <li>Improve people and nature’s resilience to climate change</li> <li>Reduce GHG emissions (mitigation)</li> </ul>	<p>Natural Intelligence</p> <ul style="list-style-type: none"> <li>Residents are having positive interactions with nature in Saanich</li> <li>From learning, through living to loving nature</li> <li>Promote opportunities to learn about nature</li> <li>Promote engagement opportunities</li> </ul>

Staff recommend that the Neighbour to Neighbour program be incorporated into the existing Community Grants Program Policy to expand on the Small Acts of Vibrancy program. The intent is to create a micro grant program that effectively supports the community and utilizes the existing funding for the Small Acts of Vibrancy Micro-grant with supplements from sustainability and fire department budgets to support Saanich’s Strategic Goals and implement the Climate Plan. The policy amendments would be brought back to Finance and Governance Committee to receive approval and recommendation to Council.

Prepared by   
 Valla Tinney  
 Director of Finance

Attachments:

1. Saanich Community Grants Program Policy

Cc: Rebecca Newlove, Manager of Sustainability

**ADMINISTRATOR’S COMMENTS:**

I endorse the recommendation of the Director of Finance.



Paul Thorkelsson, Administrator

## COUNCIL POLICY

<b>NAME:</b> Saanich Community Grants Program	
<b>ISSUED:</b> January 14, 2013	<b>INDEX REFERENCE:</b>
<b>AMENDED:</b> October 7, 2013 November 27, 2017 December 16, 2019	<b>COUNCIL REFERENCE:</b> 13/CNCL Replaces 03/105, 88/CW, 90/CW

### 1.0 PURPOSE STATEMENT AND GENERAL GUIDELINES

The purpose of the Saanich Community Grants Program is to provide financial support to non-profit community associations and organizations for services, projects or events that contribute toward the Saanich vision described in the Official Community Plan and align with Council's Strategic Plan. Financial support recognizes the valuable resources and contributions of non-profit organizations and community members in helping the District of Saanich maintain a strong community focus.

Grant awards will be limited to funding levels established from time to time during the annual financial plan process.

All grant applications are received and administered by the Finance Department. All funding awards are approved by Saanich Council, excluding the Community Association Operating Grants, Small Acts of Vibrancy Grants and community Dry Grad Grants awarded by the Director of Finance.

Grant recipients will be required to submit a one page summary report on achievement of program/project goals within one year of receipt of the grant.

A summary of grant awards will be published in the Annual Report.

#### **AWARDS WILL NOT BE PROVIDED TO AND/OR USED TO:**

- individual persons, individual businesses, political groups, other government agencies, universities, colleges, schools or hospitals;
- organizations that receive funding from Saanich through regional or other grant processes (e.g. CRD Arts funding);
- accumulate funds for the same project over multiple years or fund projects already completed;
- combine applications for funding the same project or event;
- duplicate an existing public or private program;
- purchase land;
- fund travel, conference workshops, training or professional development costs;
- fund a deficit or debt repayment.

## APPLICATION PROCESS

All grant requests must be submitted to the Director of Finance on or before February 1<sup>st</sup>, with the exception of requests for Small Acts of Vibrancy Grants which may be submitted at any time of the year and Community Service Provider Grants which do not require annual application. All grant requests must be submitted using the application form prescribed by the Director of Finance and must include all required documentation, unless otherwise indicated. Incomplete applications will not be considered.

## 2.0 COMMUNITY GRANTS PROGRAM CATEGORIES

The Community Grants Program consists of four categories: Applications will be accepted in the following categories:

### 1. Community Service Provider Grants

- Community Association Operating Grant
- Other Community Service Provider Grants

### 2. Strategic Priorities Grants

### 3. Community Building Grants

- Community Events
- Community Well-Being and Place-making Projects

### 4. Micro Grants

- Small Acts of Vibrancy Grants
- Community Dry Grad Grants

## 3.0 TERMINOLOGY

**Community Association:** Means a Saanich-based non-profit association registered under the Society's Act serving a population in a particular geographic area and has been recognized by Council, either through the local area planning process, through historical precedent or through a special resolution of Council. The association must be open and inclusive, actively encourage neighbourhood participation and engage diverse community members.

**Non-Profit Organization:** Means an association or organization that is registered under the Society's Act and where funds or profits are used only for purposes of the society itself. The organization must be open and inclusive, actively encourage community participation,

engage diverse community members, and provide service to and/or include people who live and/or conduct work in Saanich.

**In-Kind Contribution:** Refers to community-matched contributions through volunteer labour, donated materials, or donated professional services and shall be valued at the market cost necessary if hired or purchased.

#### 4.0 PROGRAM REQUIREMENTS BY CATEGORY

##### COMMUNITY SERVICE PROVIDER GRANTS

**Community Association Operating Grants** are provided to eligible, active, community associations to assist in defraying the annual administrative cost of operations, to facilitate communication to residents (e.g. newsletters, website), and to organize all inclusive community events.

- Eligible community associations that represent a population area of less than 10,000 may receive an annual operating grant of up to \$1,100 based on expenditures.
- Eligible community associations that represent a population area of more than 10,000 may receive an annual operating grant of up to \$1,650 based on expenditures.
- All eligible community associations may receive an annual liability insurance grant of up to \$500 per year based on expenditures.
- The Saanich Community Association Network (SCAN) may receive funds to offset secretarial/administrative services to a maximum of \$1,500 per year based on expenses submitted.

**Other Community Service Provider Grants** are provided to registered societies or non-profit organizations who provide a service, operate a facility owned by the municipality or have another formalized arrangement on an on-going basis. These grants are not awarded on a competitive basis. Funding levels are established through development of multi-year Contribution Agreements that are approved individually by Council. Where a Contribution Agreement is not yet finalized, Council will confirm funding levels during the annual budget process. Eligible organizations are listed in Schedule A.

**STRATEGIC PRIORITIES GRANTS** support registered societies and nonprofit organizations with activities and/or projects that advance actions and objectives in Saanich's Strategic Plan.

- Available to non-profit organizations and registered charities.
- Applications reviewed by the Standing Committee on Finance and Governance.

- Approved by Council during the annual financial planning process (awards confirmed by May 15<sup>th</sup> each year).

**COMMUNITY BUILDING GRANTS** support projects or events that enhance public spaces or contribute to community vibrancy in Saanich.

- Available to non-profit organizations and registered charities.
- Require matching contributions (cash or in kind of 75% of total project cost).
- Applications reviewed by the Standing Committee on Finance and Governance.
- Approved by Council during the annual financial planning process (awards confirmed by May 15<sup>th</sup> each year).

1. Community Events

- Maximum award \$7,500/year.
- Events must be open to all to attend.
- No limit on applying for grant over multiple years for same event.

2. Community Well-Being and Place-making Projects

- Maximum award \$10,000/year.
- Projects that enhance public spaces or contribute to community vibrancy.
- Projects that support First Nations reconciliation.
- Application may be made for a maximum of two consecutive years for the same project.

**MICRO-GRANTS**

1. **Small Acts of Vibrancy Grants** are provided to support neighbourhood initiatives that enhance or steward a public green space.

- Maximum award \$500.
- Maximum annual award to all recipients is \$5,000.
- Available to non-profit organizations, registered charities, community associations or groups and small informal groups of Saanich residents.
- Application may be made at any time, however awards are administered by the Director of Finance on an annual first-come, first served basis commencing January 1<sup>st</sup> of each year.
- Any unallocated funds will be carried forward and made available in the subsequent year.

2. **Community Dry Grad Grants** are provided to a graduating class of a Saanich Secondary School to support building a safer community through youth awareness and promotion of an alcohol free event.
  - Secondary school graduating class organizing committees may be eligible for up to \$5 per graduating student per year.
  - Awards are administered by the Director of Finance.

**SCHEDULE A**

**ORGANIZATIONS ELIGIBLE FOR OTHER COMMUNITY SERVICE PROVIDER GRANTS**

1. Goward House Society
2. Haliburton Community Organic Farm Society
3. Horticulture Centre of the Pacific
4. Saanich Heritage Foundation
5. Saanich Volunteer Services Society
6. Silver Threads Service





## The Corporation of the District of Saanich

# Report

**To:** Finance and Governance Committee  
**From:** Valla Tinney, Director of Finance  
**Date:** July 2, 2021  
**Subject:** Long Term Financial Plan Project Update

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### RECOMMENDATION

That the Committee receive the report for information.

### PURPOSE


To provide an update to the Committee on the Long Term Financial Plan Project.

### DISCUSSION

Council's strategic plan includes the initiative "conduct a long term financial planning process". The original target was for completion by Q4 2020, however the pandemic delayed the process. The RFP for a consultant was conducted in early 2021 resulting in KPMG being awarded the contract. KPMG has extensive experience with this kind of work with municipalities. The project kickoff meeting with KPMG and the project team was held on June 30<sup>th</sup>.

Key portions of the project charter are provided for the Committee's information. While the work plan is still in development, it is anticipated that there will be check in meetings with Finance and Governance through the process and a combination of informational and formal presentations to Council.

Prepared by

  
\_\_\_\_\_  
Valla Tinney  
Director of Finance

### ADMINISTRATOR'S COMMENTS:

I endorse the recommendation of the Director of Finance.

  
\_\_\_\_\_  
Paul Thorke, CAO

# Project Overview

## Project Charter

The purpose of this charter is to ensure clarity of expectations between consultant and client.

This charter contains information on project objectives, governance, team, work plan, and project management.

## Project Objectives – How will we define success?

The District of Saanich is seeking to develop a progressive and comprehensive long-term financial plan. The development of the plan is expected to be a collaborative process which promotes alignment between strategic priorities and various municipal strategies, addresses future challenges and enables long-term sustainability.

The key project objectives include:

- developing projections for the ongoing costs of current service levels;
- evaluating the long-term financial impacts of the District's major plans and strategies approved by Council;
- evaluating sources and methods of funding for future operating and capital expenditures;
- creating the District's financial sustainability policy/framework;
- modelling scenarios using capital plan data for consideration of the implication of various reserve and other policies on fiscal sustainability;
- engaging with a broad range of staff and council and with the public, as needed, to understand the implications of various policy options and facilitating a financial planning workshop or committee of the whole meeting, if required;
- ensuring the District aligns with the best practices of long-term financial planning; and,
- presenting the updated financial sustainability framework and long-term Financial Plan to Saanich Council.

## Project Drivers – What problem are we trying to solve?

A key driver of this project is to ensure the District has the tools to sustain its current and future operational and infrastructure requirements.

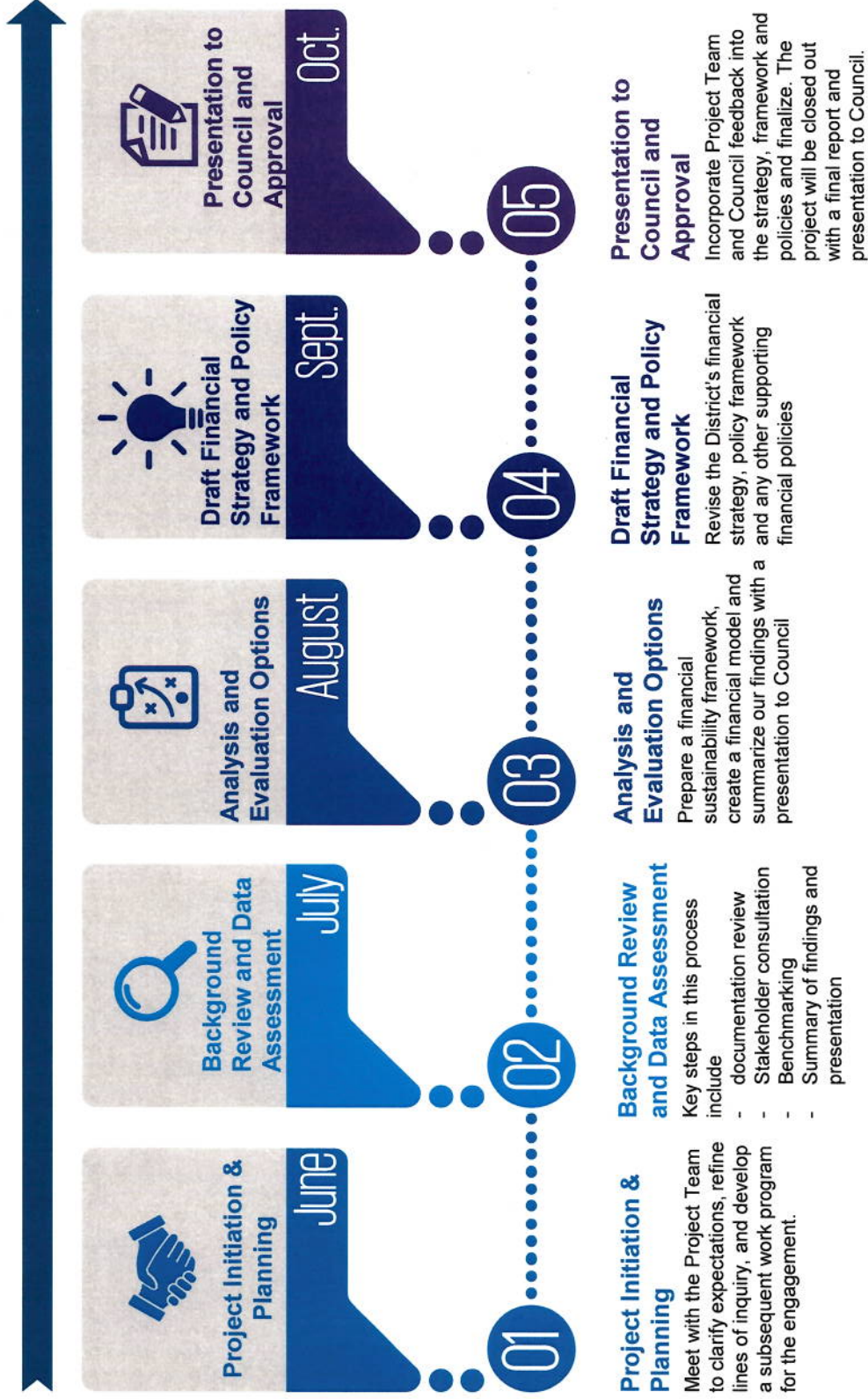
## **Project Principles – *What is Important to Us?***

- The knowledge and expertise of District staff will be fully engaged and built upon, to arrive at recommended actions through a transparent, participative and inclusive process facilitated by KPMG.
- The development of the long term financial plan will be conducted in a way that engages District employees.
- The aim is to, wherever possible, transfer knowledge and necessary “tools” to District staff to enable them to better develop their own solutions to operational and process issues and challenges over time.
- The framework and approach will be based on leading practices from other municipalities, or other levels of government experience and/or private sector.
- Lastly, this not an audit nor a deeper-dive operational review. This is a review to build on successes and identify opportunities to improve the efficiency and effectiveness of how the District delivers services to District of Saanich citizens.

## **Project Timing**

The project will commence on June, 2021 and will be completed when the Final Report is presented to Council, if necessary, on October 29, 2021.

# Project Phases





# District of Saanich

## 1st Trimester Results Report

January 1, 2021 to April 30, 2021

Results reporting is prepared on a trimester basis by the District of Saanich as a means of providing the community, council and the organization with regular information on the strategic and financial performance of the municipality.

The Trimester Results Report provides information on:

1. Operational Results
2. Capital Program Results
3. Investment Analysis
  - Diversity
  - Liquidity
  - Return
4. Procurement Results
  - % of procurement processes with more than one bidder
  - Procurement
5. Building Permit Statistics



# Operational Results

## District of Saanich - 2021 1st Trimester Performance Report Operating Budget Results - January 1 to April 30

(Represents 1/3 or 33% of the year)

Overall results for the period are encouraging, with most revenues reaching budgeted targets with the exception of investments due to continued weakness in the market. Expenditures are mostly in line with expectations with select departments experiencing higher expenditure percentages due to larger annual payments (such as insurance premiums and software licensing) being paid out in the first trimester.

Revenues:	2020 Actual	2021 Actual	Annual Budget 2021	2021 Budget Remaining	% Revenue Collected	
Property Taxation	-	6,000	(140,167,200)	(140,173,200)	0%	1
Utility Tax and Other	(12,372)	(10,300)	(1,668,300)	(1,658,000)	1%	1
Water Utility Revenue	(5,759,274)	(5,832,800)	(23,674,000)	(17,841,200)	25%	2
Sewer Utility Revenue	(8,290,478)	(8,522,800)	(27,505,200)	(18,982,400)	31%	
Solid Waste Revenue	(2,304,336)	(2,423,500)	(7,331,500)	(4,908,000)	33%	
Business License & Inspection Revenues	(1,204,434)	(2,336,820)	(3,347,600)	(1,010,780)	70%	3
Recreation Revenues	(3,100,458)	(2,604,800)	(7,908,800)	(5,304,000)	33%	
Grants In Lieu	-	-	(2,886,500)	(2,886,500)	0%	1
Provincial Grants	(1,133,558)	-	(1,500,000)	(1,500,000)	0%	1
Interest and Penalties	(698,446)	(359,990)	(1,624,200)	(1,264,210)	22%	4
Surplus Appropriations	-	-	(400,000)	(400,000)	0%	5
Other Revenues	(10,581)	(6,903)	(331,900)	(324,997)	2%	
COVID-19 Restart Grant	-	-	(3,415,300)	(3,415,300)	0%	5
<b>Total Revenue</b>	<b>(22,513,937)</b>	<b>(22,091,913)</b>	<b>(221,760,500)</b>	<b>(199,668,587)</b>	<b>10%</b>	

Expenditures:	2020 Actual	2021 Actual	Annual Budget 2021	2021 Budget Remaining	% Expenditure Spent	
Administration	760,862	835,300	2,745,700	1,910,400	30%	
Finance - Departmental	1,226,714	1,446,800	4,102,900	2,656,100	35%	
Finance - Corporate	(139,814)	138,800	738,600	599,800	19%	1
Fiscal Services	2,007,755	3,573,300	7,989,300	4,416,000	45%	2
Corporate Services	3,179,388	3,801,100	8,350,900	4,549,800	46%	3
Building, Bylaw, Licensing & Legal	1,208,076	2,421,420	4,930,000	2,508,580	49%	4
Police Protection	11,422,954	15,483,100	38,857,900	23,374,800	40%	5
Fire Protection	5,811,589	6,587,500	19,892,900	13,305,400	33%	
Emergency Program	133,169	170,700	443,500	272,800	38%	
Planning	908,162	1,313,400	3,642,100	2,328,700	36%	
Engineering and Public Works	4,943,834	6,574,300	21,481,600	14,907,300	31%	
Parks	2,160,566	2,429,600	8,608,200	6,178,600	28%	
Recreation	6,550,037	6,015,800	20,926,400	14,910,600	29%	
Library, Grants & Economic Development	2,804,479	2,892,900	7,494,500	4,601,600	39%	6
Water Utility Expenditure	4,582,772	4,493,631	16,149,000	11,655,369	28%	
Sewer Utility Expenditure	2,068,258	1,561,300	21,644,200	20,082,900	7%	7
Capital Program (tax and fee funded only)	260,298	395,100	31,831,800	31,436,700	1%	8
<b>Total Expenditures</b>	<b>49,889,099</b>	<b>60,134,051</b>	<b>219,829,500</b>	<b>159,695,449</b>	<b>27%</b>	
<b>Revenues minus Expenditures</b>	<b>27,375,162</b>	<b>38,042,138</b>	<b>(1,931,000)</b>	<b>(39,973,138)</b>		

### Explanatory notes for variances over 5%

#### REVENUES:

- Property Taxation / Utility Tax / Grants In Lieu / Provincial Grants (0% collected)* - All taxation and grants from various government entities are recorded or received in the second trimester.
- Water Utility Revenue (25% collected)* - Revenue percentage in line with last year's actual. Revenues increase during the summer months.
- Business License & Inspection Revenues (70% collected)* - All of the Business License revenue is collected in the first trimester. Inspection revenue varies from year to year based on construction projects undertaken in the community.
- Interest and Penalties (22% collected)* - Interest revenue is down due continued weakness in interest rates in the market.
- Surplus Appropriations / COVID-19 Restart Grant (0% applied)* - As and when needed to offset revenue reductions or COVID expenditure.

#### EXPENSES:

- Finance - Corporate (5% spent)* - COVID related costs incurred, however, offsetting recoveries from water, sewer and solid waste utilities higher than COVID or other corporate expenditures such as severance pay and membership dues.
- Fiscal Services (45% spent)* - Debt payments in line with last year and occur in April and October. This year transfers of funds to IT Replacement Reserve is occurring evenly through the year.
- Corporate Services (46% spent)* - Most of the licensing and maintenance costs occur beginning of the year.
- Building, Bylaw, Licensing & Legal (49% spent)* - Insurance premiums are higher and are now paid in 1st trimester instead of 3rd trimester.
- Police (40% spent)* - Around \$1.9M in retro payments were made in 1st trimester; will be offset from carryforward funding.
- Library, Grants & Economic Development (39% spent)* - GVPL is paid one month in advance as per agreement. There will be no payment in Decemr
- Sewer Utility Expenditure (10% spent)* - Operating costs in line with last year. Payment to CRD constitutes 57% of budget and occurs in August
- Capital Program (1% spent)* - Transfer of funds for capital infrastructure funding occurs in second trimester after budget approval.

# Capital Program Results

## District of Saanich - 2021 1st Trimester Performance Report Capital Program Results up to April 30, 2021

Projects budgeted over \$1,000,000

Capital Project	Fund	Duration	Original 2021 Budget	Budget Transfers	Revised 2021 Budget	Actual	Percent Spent	Schedule Status	Budget Status
Arena Rd, 340 Ker Ave to Dysart Rd	Sewer	One time	1,037,000	-	1,037,000	-	0%	☑	☑
Mann Ave. Vanalman Ave. & Parkridge	Water	One time	1,039,500	-	1,039,500	-	0%	👉	☑ 2
Torquay Dr, San Juan Ave to Ash Rd	Water	One time	1,106,000	-	1,106,000	-	0%	☑	☑
Sanitary Sewer - Detailed Design	Sewer	Annual	1,292,005	-	1,292,005	444,019	34%	☑	☑
Sanitary Sewer CIPP Lining	Sewer	Annual	1,293,102	-	1,293,102	-	0%	☑	☑
Storm Drain - Detailed Design	Drainage	Annual	1,332,399	-	1,332,399	558,771	42%	☑	☑
Cycling Infrastructure Program	Transportation	Annual	1,362,232	-	1,362,232	41,505	3%	☑	☑
Portage Pump Station Construction	Sewer	One time	1,380,000	-	1,380,000	253,157	18%	👉	☑ 1
Vanalman	Sewer	One time	1,430,000	-	1,430,000	1,854	0%	👉	☑ 1
GHRC North Envelope Rehab & Expansion	Facilities	Multiyear	1,460,160	-	1,460,160	261,441	18%	☑	☑
Gorge-Albina Sewer Sinkhole	Sewer	Multiyear	1,574,470	-	1,574,470	1,169,224	74%	☑	☑
Desktop Environment Refresh	IT	One time	1,625,811	-	1,625,811	101,374	6%	👉	☑ 2
Sinclair Rd, Finnerty Rd to Cadboro Bay	Water	One time	1,768,000	-	1,768,000	-	0%	☑	☑
Saanich Operation Centre Redevelopment	Facilities	Multiyear	2,220,007	-	2,220,007	445,536	20%	👉	☑ 3
Pearkes - Ice Slab Remediation	Facilities	Multiyear	2,340,000	-	2,340,000	283,244	12%	☑	☑
Sims Avenue	Various	Multiyear	2,470,573	-	2,470,573	2,250,601	91%	☑	☑
2021 Pavement Renewal Program	Transportation	Annual	2,500,000	-	2,500,000	-	0%	☑	☑
Regina Avenue	Various	One time	2,520,000	-	2,520,000	2,082,366	83%	☑	☑
West Saanich/Prospect Lk/Sparton Rd	Transportation	One time	2,883,750	-	2,883,750	354,438	12%	👉	☑ 3
Gorge Drainage Improvements Phases 1&2	Drainage	Multiyear	3,071,700	-	3,071,700	-	0%	👉	☑ 3
SCP - Mechanical Upgrades	Facilities	Multiyear	6,306,945	-	6,306,945	751,942	12%	👉	⚠ 4
Fire Hall #2 - Project Redevelopment	Facilities	Multiyear	8,160,000	-	8,160,000	731,216	9%	👉	☑ 3
Sidewalk Installation Program	Transportation	Annual	9,007,694	-	9,007,694	1,967,572	22%	👉	☑ 2
Shelbourne Street Improvement Project	Various	Multiyear	15,476,594	-	15,476,594	5,750,467	37%	☑	☑

1 Procurement start date was delayed due to resources

2 Program start date was delayed due to resources; further delay expected due to procurement resources

3 Overall delay in project due changes in scope and consultation

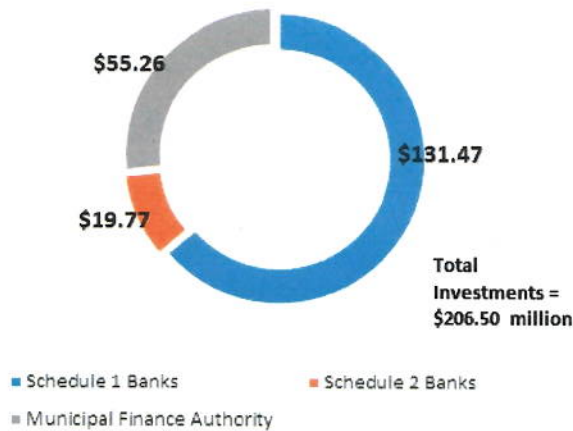
4 Initial tender results have come in higher than budget; tender canceled and will be reworked and reissued causing schedule delays

☑	On target
⚠	Caution
👉	Delayed

# Investment Analysis

The District of Saanich invests public funds in a prudent manner in accordance with the Council Investment Policy. The investment portfolio is currently valued at \$206.50 million. Most of these funds are either held for specific capital programs or are invested until needed to pay current operating expenses.

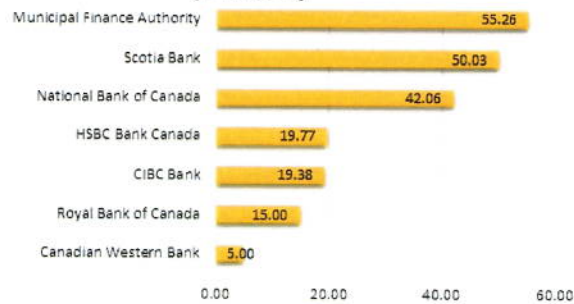
**Investment by Issuer Type  
at April 30, 2021  
(millions)**



## Diversification

In order to reduce overall portfolio risk, Saanich diversifies its investment holdings across a range of security types and financial institutions.

**Investment by Issuer  
at  
April 30, 2021  
(millions)**

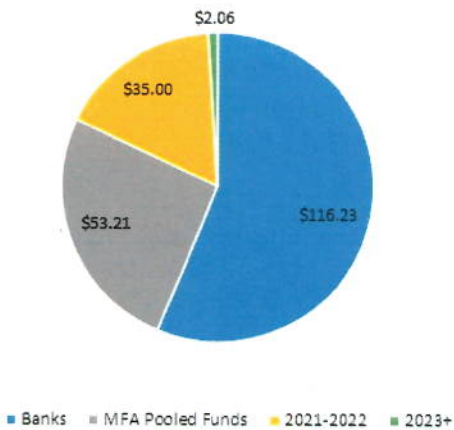




## Liquidity

Saanich ensures that the investment portfolio remains sufficiently liquid in order to meet all reasonably anticipated operating and capital cash flow requirements. The majority of the MFA Pooled Funds are held for longer terms as they include various capital reserve funds.

**Investment by Maturity Year  
at April 30, 2021  
(millions)  
Portfolio ROI = 0.71%**



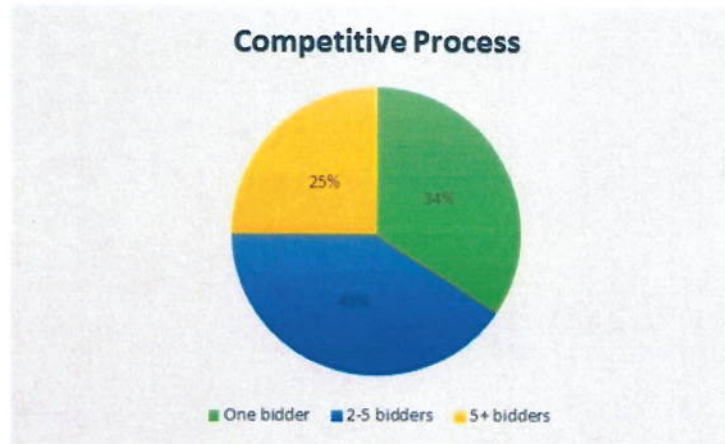
## Return on Investment

Saanich's investment portfolio is currently earning a rate of approximately 0.71% while maintaining the investment security established in the Investment Policy. The return on investment has decreased from the December 31, 2020 return of 1.46% due to the continuing effects of the COVID-19 virus and the resulting downturn in the markets. The investment rates for fixed income securities have still not rebounded to pre-pandemic levels.

# Procurement Results

## Competitive Process

66% of procurement processes in the trimester had more than one bidder.



## Procurement

Value \$200,000+			
Procurement Description	Value	Years	Supplier
End User Devices	\$ 12,173,000	7	Compugen
Pearkes Gold Arena Slab Replacement	\$ 2,145,165		Kinetic Construction Ltd.
2018 Storm and Sanitary Lateral Replacement	\$ 902,266		Victoria Drain Services Ltd
Waterworks Fittings	\$ 886,482	2	Emco Corporation / Fred Surridge Ltd./ Flocor Inc./ Andrew Sheret Ltd.
GHRC Chemical Storage and Admin Addition	\$ 738,279		Kingsview Construction Ltd
Fire Tender	\$ 733,893		Safetek Emergency Vehicles Ltd
Two (2) Backhoes	\$ 341,220		Finning
Public Safety Building - Rooftop Unit Replacement	\$ 337,780		Apex Steel & Gas Ltd
Geotechnical Services - regarding Excavation on Cutslope Stability	\$ 300,000	3	Ryzuk Geotechnical Ltd
Public EV Charging Station Construction and Installation	\$ 282,000		Mega Power Installations Ltd
Municipal Hall and Annex Refit	\$ 276,800		Brenric Construction
Youth Bike Skills Park	\$ 234,750		Bike Track Ltd
Bus Stop Shelter Construction	\$ 200,000	4	Monarch North America Structures Ltd

Value \$75,000 to \$200,000

Procurement Description	Value	Years	Supplier
Fertilizer and Grass Seed	\$ 186,156	4	Nutrien AG Solutions (Canada)
Supply and Install Acoustic Sound Panels - Phase 2	\$ 162,833		Acoustics West Contractors Ltd.
Roadside Flail Mowing	\$ 150,000	2	Metchosin Contracting
Concrete Services Boxes and Lids	\$ 147,000	3	Iconix Waterworks LP
External Audit Services	\$ 129,058	5	KPMG LLP
Rental of Bobcats	\$ 120,000	3	Sunbelt Rentals of Canada Inc
Quadra Street Storm Drain - Concrete Box Culverts	\$ 114,465		Lombard PreCast Inc
Pumping and Cleaning Services	\$ 100,000	5	GFL Environmental Inc
Development Process Review - Current Planning	\$ 98,500		KPMG LLP
Police Firearms	\$ 88,087		Wolverine Supplies Ltd
Supply and Delivery of Network Equipment	\$ 80,816		Think Communications Inc.

In addition there were 27 procurement processes with value less than \$75,000

# Building Permit Statistics

Year to Date	No. of Permits		Dwelling Units		Construction Value (millions)	
	2020	2021	2020	2021	2020	2021
SFD/Duplex	41	34	41	51	23.2	24.8
Apartments	0	5	0	190	0.0	88.6
Townhouses	2	21	5	17	3.0	6.6
Commercial	35	30	0	0	12.8	19.8
Gov't/Inst.	71	44	0	0	8.3	7.7
Miscellaneous	108	126	13	11	8.3	10.7
<b>Totals</b>	<b>257</b>	<b>260</b>	<b>59</b>	<b>269</b>	<b>\$ 55.6</b>	<b>\$ 158.1</b>

