



Notice of Meeting and Meeting Agenda Committee of the Whole

Wednesday, May 12, 2021

10:30 AM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC V8W 1R7

Special Meeting

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

3.1. [21-400](#) Minutes of the December 9, 2020 Committee of the Whole Meeting

Recommendation: That the minutes of the Committee of the Whole meeting of December 9, 2020 be adopted as circulated.

Attachments: [Minutes - December 9, 2020](#)

4. Chair's Remarks

5. Presentations/Delegations

In keeping with directives from the Province of BC, this meeting will be held by Live Webcast without the public present.

To participate electronically, complete the online application for "Addressing the Board" on our website. Alternatively, you may email the CRD Board at crdboard@crd.bc.ca

6. Special Meeting Matter(s)

6.1. [21-355](#) 2019-2022 Board Strategic Priorities - Annual Check-In

Recommendation: The Committee of the Whole recommends to the Capital Regional District Board:
1. That the current level of effort on CRD Board Priorities be maintained; and
2. That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2022 in accordance with the approved 2019-2022 Board Strategic Priorities.
(NWA)

Attachments: [Staff Report: 2019-2022 Board Strategic Priorities - Annual Check-In](#)
 [Presentation: 2019-2022 Board Strategic Priorities - Annual Check-In](#)
 [Appendix A: CRD Board Strategic Priorities](#)
 [Appendix B: CRD Board Strategic Priorities Progress report](#)
 [Appendix C: Progress Update \(2021\) CRD Corporate Plan 2019-2022](#)

7. Motion to Report to Board**7.1. [21-393](#) Motion to Report to the Board**

Recommendation: That the Committee of the Whole report to the Capital Regional District Board at the May 12, 2021 regular meeting regarding item 6.1.

8. Adjournment

Meeting Minutes

Committee of the Whole

Wednesday, December 9, 2020

10:00 AM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC V8W 1R7

Special Meeting

PRESENT

Directors: C. Plant (Chair), R. Mersereau (Vice-Chair), D. Blackwell, S. Brice, B. Desjardins (EP), F. Haynes (10:44 am)(EP), L. Helps (10:37 am)(EP), M. Hicks (EP), G. Holman, P. Brent (for D. Howe)(EP), B. Isitt (EP), J. Loveday (EP), C. McNeil-Smith, R. Martin (EP), R. Mersereau, K. Murdoch, G. Orr (EP), J. Ranns (10:18 am)(EP), D. Screech, L. Seaton, M. Tait (EP), N. Taylor (EP), K. Williams, R. Windsor (EP), G. Young

Staff: R. Lapham, Chief Administrative Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Lorette, General Manager, Planning and Protective Services; E. Sinclair, Senior Manager, Regional and Strategic Planning; M. Lagoa, Acting Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Director D. Howe

The meeting was called to order at 10:00 am.

1. Territorial Acknowledgement

Chair Plant provided a Territorial Acknowledgement.

2. Approval of Agenda

**MOVED by Director Screech, SECONDED by Director Mersereau,
That Savannah Barratt and Trevor Barry be added as delegations to the agenda
to speak to item 6.1.**

CARRIED

**MOVED by Director Screech, SECONDED by Director Mersereau,
That the agenda for the December 9, 2020 Committee of the Whole meeting be
approved as amended.**

CARRIED

3. Adoption of Minutes

- 3.1. [20-791](#) Minutes of the January 29, 2020 and October 28, 2020 Committee of the Whole Meetings

MOVED by Director Blackwell, **SECONDED** by Director Mersereau,
That the minutes of the Committee of the Whole meetings of January 29, 2020
and October 28, 2020 be adopted as circulated.
CARRIED

4. Chair's Remarks

Chair Plant thanked everyone for attending the meeting, noting it is important to keep the work of our region moving forward while following the provincial guidelines.

Transportation in our region was identified as our number one priority two years ago. This Board worked with the Province in creating the South Island Transportation Strategy. It is important to have a review of the outcome and consider options to move forward.

5. Presentations/Delegations

- 5.1. [20-796](#) Eric Doherty; Representing Greater Victoria Acting Together: Re: Agenda Item 6.1.: Transportation Gap Summary
Eric Doherty spoke in favour of Item 6.1.
- 5.2. [20-797](#) James Anderson; Representing Amalgamation Yes: Re: Agenda Item 6.1.: Transportation Gap Summary
James Anderson spoke in favour of Item 6.1.
- 5.3. [20-814](#) Savannah Barratt; Representing Camosun College Student Society: Re: Item 6.1. Transportation Gap Summary
Savannah Barratt spoke in favour of Item 6.1.
- 5.4. [20-815](#) Trevor Barry; Resident of Saanich: Re: Item 6.1. Transportation Gap Summary
Trevor Barry spoke in favour of Item 6.1.

6. Special Meeting Matter(s)

6.1. [20-787](#) Transportation Gap Summary

K. Lorette spoke to Item 6.1.

Discussion ensued on the following:

- including the Island Corridor Foundation in future discussions
- improvements needed to public transit, including consideration of ferry and rail
- having a regional transportation authority that addresses the needs of rural and suburban areas
- understanding the goals and objectives as a starting point
- economic and climate challenges

**MOVED by Director Murdoch, SECONDED by Director Mersereau,
That the Committee of the Whole recommends to the Capital Regional District Board:**

That staff work with jurisdictional partners to develop a list of potential transportation priorities that would be most beneficial to the region as a whole and report back to the Board for prioritization.

CARRIED

7. Motion to Report to Board**7.1. [20-786](#) Motion to Report to Board**

**MOVED by Director Blackwell, SECONDED by Director Murdoch,
That the Committee of the Whole report to the Capital Regional District Board at the December 9, 2020 regular meeting regarding item 6.1.**

CARRIED

8. Adjournment

**MOVED by Director Blackwell, SECONDED by Director Mersereau,
That the December 9, 2020 Committee of the Whole meeting be adjourned at 12:04 pm.**

CARRIED

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

REPORT TO COMMITTEE OF THE WHOLE MEETING OF WEDNESDAY, MAY 12, 2021

SUBJECT 2019-2022 Board Strategic Priorities – Annual Check-In

ISSUE SUMMARY

To report on progress made to deliver the 2019-2022 Corporate Plan and Board Priorities.

BACKGROUND

The Capital Regional District (CRD) Board identified its Board Strategic Priorities in early 2019 (see Appendix A). They are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering.

The Board meets in the spring of every year to discuss and confirm the direction for the four Board Strategic Priorities. This report has been produced to facilitate this discussion and provide evidence of the CRD's progress over the last year.

Board direction shapes the service planning process that identifies recommended funding, timing and service levels to deliver the next year's work. Staff will prepare these recommendations through the summer and for review by standing committees and commissions in the fall. The Board provides approval at the Provisional Budget meeting in October 2021.

It is important to note that the Corporate Plan is an ambitious and future-looking document. Delivering the outcome for each community need, while providing mandated core services and meeting regulatory requirements, has taken all of the CRD's work effort and capacity since 2019. Any changes to the Board-endorsed Strategic Priorities will necessarily result in a thorough review of the CRD Corporate Plan, its initiatives and budgets to re-align CRD resources and work plans to a new direction.

ALTERNATIVES

Alternative 1

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the current level of effort on CRD Board Priorities be maintained; and
2. That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2022 in accordance with the approved 2019-2022 Board Strategic Priorities.

Alternative 2

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the level of effort on CRD Board Priorities be adjusted as directed by the Committee of the Whole; and
2. That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2022 in accordance with direction from the Committee of the Whole.

IMPLICATIONS

Financial Implications

Any change in strategic direction will have to be addressed and reflected through the 2022 service planning and financial planning processes. Such change includes, but is not limited to, Board direction to include new initiative(s), expand the scope of the initiatives, and/or accelerate or decelerate effort on existing initiative(s). Resource implications would be identified in the preliminary budget, brought forward by staff in October 2021.

Service Delivery Implications

The CRD reports on the progress of its initiatives and services on a regular basis. The Board oversees the Board Strategic Priorities through the Quarterly Board Priorities Dashboard which accompanies the Chief Administrative Officer's Quarterly Progress Reports. The Board also receives a progress report on the entirety of the CRD Corporate Plan initiatives twice a year at the Board Strategic Check-in and Provisional Budget meetings, which take place in the spring and fall respectively. During the course of the year, standing committees and commissions also fulfil an oversight and advisory role in relation to advancing this work.

This layered oversight ensures that there is transparency over the organization's progress year round and that adjustments can be made to policy in close consultation with the Board, where necessary.

Appendix B reports on progress made toward the CRD Board Strategic Priorities. Appendix C reports on progress made toward the 2019-2022 CRD Corporate Plan. Both highlight that staff have been able to navigate what was for many a tumultuous year and make decisions that ensured the continued delivery of CRD services. Staff have maintained efforts delivering mandated and essential services for the region, while also adjusting operations as directed in the Corporate Plan. Approximately half of the initiatives delivered to date have resulted in an adjustment to operational activities. Staff have also progressed or completed a range of one-off initiatives. Overall, the vast majority (around 95%) of initiatives identified in the CRD Corporate Plan have already been actioned.

As demand for operational service delivery increase, so does demand on the corporate divisions which support them with organization-wide functions. These divisions have also had to increase their capacity to support requirements driven by population growth.

The COVID-19 health emergency impacted pockets of services and the organization's ability to deliver usual engagement and volunteer-led work. However, these impacts have not materialized into significant delays or deterioration of outputs and workflows. In some cases, logistical challenges emerged resulting in staff having to adapt by amending their processes, engagement approaches or re-phasing their 2020 work plan to carry on into 2021. This was reflected in the final budget which was approved in March 2021.

As the CRD prepares for 2022, staff are in a good position to meet the expectations that have been set at the start of the Board's term. The Board's leadership has enabled the CRD to make great strides towards delivering meaningful work for the region. The focus over the coming year is to finish the work that has been started.

Alignment with Board & Corporate Priorities

The 2019-2022 CRD Corporate Plan identifies and prioritizes initiatives that advance Board Priorities and deliver the CRD's core services. Together, the initiatives and actions in the corporate plan respond to the region's collective community needs in consideration of Board priorities, within the CRD's established service mandates, approved plans and corporate priorities.

CONCLUSION

Staff have been progressing initiatives and actions identified in the CRD Corporate Plan, including Board Strategic Priorities. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff will provide recommendations on funding, timing and service levels through the service and financial planning processes. These will be reviewed through the standing committees and commissions and form the basis of the Provisional Budget.

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the current level of effort on CRD Board Priorities be maintained; and
2. That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2022 in accordance with the approved 2019-2022 Board Strategic Priorities.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

- Appendix A: CRD Board Strategic Priorities
Appendix B: CRD Board Strategic Priorities Progress report
Appendix C: Progress Update (2021) CRD Corporate Plan 2019-2022

2019-2022 Board Strategic Priorities Annual Check-In

Capital Regional District Board
May 12, 2021

Bob Lapham MCIP RPP
Chief Administrative Officer

Kevin Lorette P.Eng. MBA
General Manager, Planning & Protective
Services

1. Current Context

Bob Lapham

Objective of today's session and overview

2. CRD Planning Framework

Kevin Lorette

Review service planning and Board strategic planning processes

3. Delivering the CRD Corporate Plan 2019-2022

Kevin Lorette

Overview of progress to date

4. Facilitated Discussion and Board Direction

Board Chair

For discussion:

- ☐ Is progress on the Board Strategic Priorities meeting expectations?
- ☐ If not, where would the Board like to see additional effort to advance priorities?

1. Current Context

Operating Environment Scan

External Context

- Local and national key performance indicators continue to reflect the impact of COVID-19 on the economy
- Given the sectors that drive economic activity in the region, economic performance and growth continue at pace and are high when compared across the province and nationally
- Demand and utilization of CRD services remain strong

Internal Context

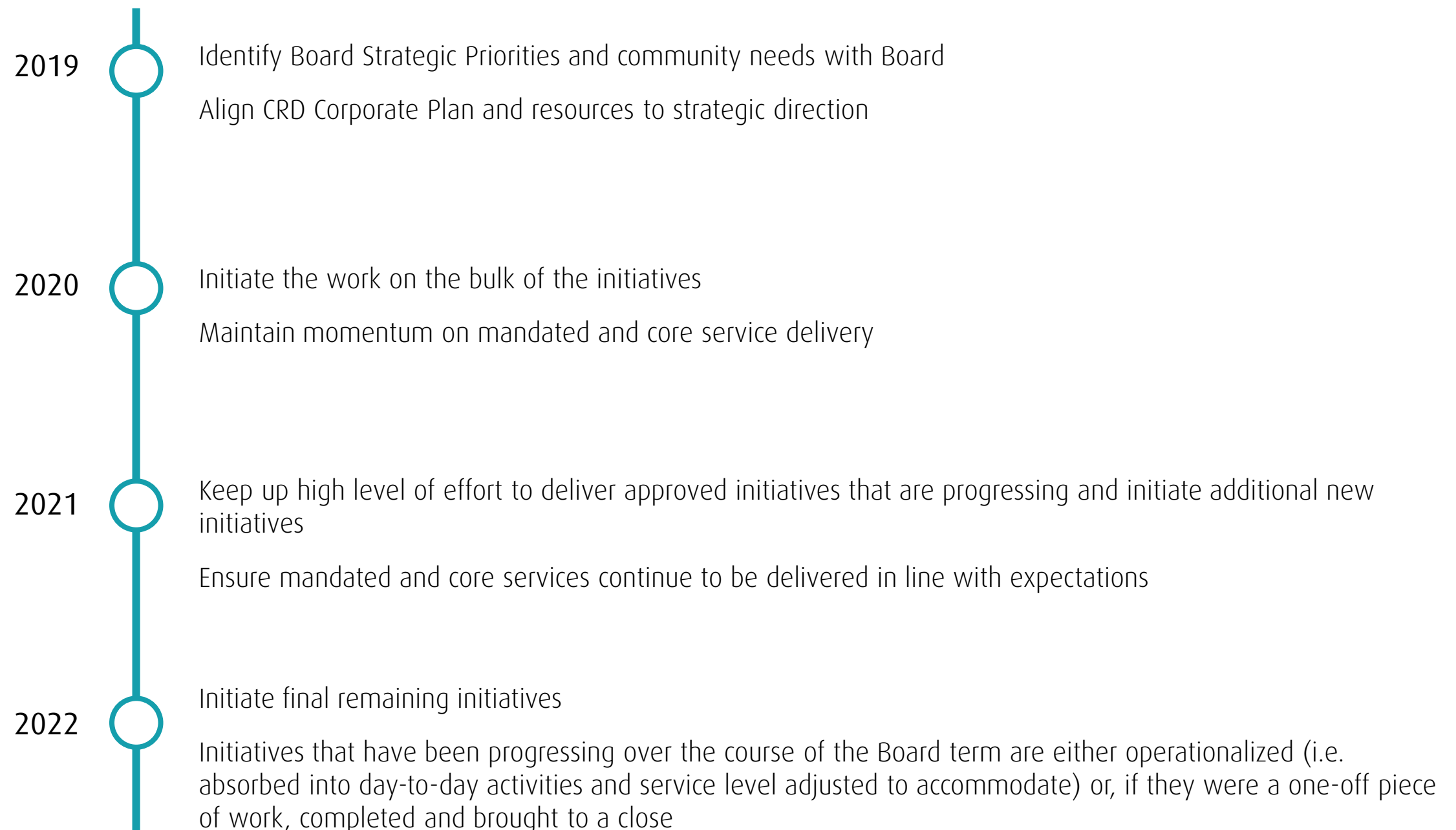
- The CRD has experienced an increase in demand for regional services in key sectors, including parks, landfill and service connections
- As demand for our operational staff's time and services increase, so does demand on the corporate divisions that provide organization-wide functions

Corporate Context

- The CRD has dedicated significant time and effort to address the changing demands arising from the COVID-19 pandemic
- Management and staff have shown flexibility and adapted their ways of working to continue delivering against Board and corporate priorities and to meet increased regional demand for services

2. CRD Planning Framework

Four-year Board planning cycle



2. CRD Planning Framework

Service planning framework

The CRD's service planning framework is a multi-step coordinated process involving the whole organization.

- 1 The CRD Board meets annually in late spring to confirm the strategic direction for the following year.
- 2 This strategic direction, along with direction from committees about advancing corporate priorities, informs the recommendations brought forward by staff for new initiatives, resourcing and core service delivery adjustments.
- 3 The outputs of this work – Community Need Summaries – are routed for approval through standing committees and commissions during the fall. The CRD Board completes the process by approving proposed resourcing and service adjustments at provisional budget in October.

Today's session is the first stage in this multi-step coordinated process.



2. Delivering the CRD Corporate Plan 2019-2022

CRD Board Strategic Priorities Progress Report

Community Wellbeing – Transportation & Housing

We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key deliverables as of May 2021
1a Multi-Modal Transportation	Work with government / community partners to plan for and deliver an effective, long-term multi-modal transportation system and to increase use of public transit, walking and cycling.	19 20 21 22	MOTI's South Island Transportation Strategy (SITS) was published in Q3 2020. Staff brought a report on gaps in regional transportation functions and options for next steps to the Committee of the Whole. Based on the gaps, the Board directed that staff prepare a list of transportation priorities for Board prioritization, in close collaboration with regional partners and agencies, and the reinstatement of the Transportation Committee to provide oversight on this work going forward.
1b E&N Corridor	Protect the E&N corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.	19 20 21 22	Operationalized. SITS considered the E&N Corridor in its recommendations and will continue to protect it as a transportation corridor.
1c Affordable Housing	Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.	19 20 21 22	Housing and Transportation Cost Estimate Study was released in Q3 2020, exploring the impact of transportation costs on household affordability in the region. CRD awarded three Regional Housing Trust Fund grants to support the construction of over 100 affordable rental units in Q4 2020. Through the Regional Housing First program: • 282 new affordable housing units opened for rental in the Westshore (Spencer Close and West Park) in Q4 2020 • 120 new affordable homes opened in Langford (Hockley House) in Q1 2021 Government of Canada announced \$13.1m in federal funds for the Rapid Housing Initiative to create up to 91 new affordable homes. CRD received \$1.9m in the fall in additional COVID-19 emergency response funding from Reaching Home to support the region's response capacity for those experiencing homelessness.

2. Delivering the CRD Corporate Plan 2019-2022

CRD Board Strategic Priorities Progress Report

Climate Action & Environmental Stewardship

We envision reduced greenhouse gas (GHG) emissions, triple-bottom line solutions and progress on adaptation.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
2a Climate Emergency	Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	19 20 21 22	CRD Residential (Energy) Retrofit Acceleration Strategy was completed in Q2 2020, with more rebates offered. Completed the Climate Action Revenue Incentive Program reporting in Q2 2020 and the regional GHG inventory and associated municipal study in Q3 2020. Update of the CRD Climate Action Strategy is underway.
2b GHG from buildings, transportation and solid waste	Work with local governments to further reduce emissions from buildings, transportation and solid waste.	19 20 21 22	Implemented the neighborhood Transition 2050 'Bring It Home 4 Climate' Program to encourage residential energy retrofit in Q4 2020. The program has been extended. Working in partnership with Saanich and Victoria on a social media campaign to increase Electric Vehicle awareness and take-up in the region.
2c Environmental Resource Management	Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	19 20 21 22	Completed the community and local government consultation on the draft Solid Waste Management Plan, including targeted engagement with First Nations groups and residents in the Hartland Landfill area. The Board is considering the final draft in May. CRD announced biosolids trucking contract with K'ENES Transportation in Q4 2020. Process started to design and construct a new facility to upgrade the biogas generated at Hartland Landfill to renewable gas. Supply contract with FortisBC to purchase this gas for distribution submitted to BC Utilities Commissions in spring.
2d Regional Parks	Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy.	19 20 21 22	Regional Parks 2020 to 2021 Land Acquisition Criteria was approved in Q2 2020. CRD has acquired further parkland in Saanich, Mount Parke and Mount Work Regional Parks. Mountain Biking Guidelines expected in spring 2021. Regional Trails Widening Study received by Board in Q1 2021 and staff directed to conduct public engagement. After a review of the appropriateness of property tax requisition as primary revenue source for regional parks operating costs, Board directed staff to consider additional parking revenue options as part of the Regional Parks strategic planning process.
2e Environmental Protection	Develop model bylaws and best practices for use by municipalities and electoral areas.	19 20 21 22	Completed the Region Coastal Flood Inundation Mapping Project in Q3 2020 and the Regional Electric Vehicle Charging Roadmap in Q1 2021. Engaged with the province on opportunities related to the BC Recycling Regulations amendments.

2. Delivering the CRD Corporate Plan 2019-2022

CRD Board Strategic Priorities Progress Report

First Nations Reconciliation

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
3a First Nations Leadership	Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	19 20 21 22	CRD Board approved inclusion of First Nations in regional governance and decision making in Q1 2021. Amendments were approved and made to <i>CRD Procedures Bylaw</i> (to include First Nations Members on CRD Committees), <i>Terms of Reference</i> for various CRD Standing Committees (to allow for First Nation Member participation at their leisure in accordance with CRD Procedures Bylaw) and <i>CRD Board Remuneration and Travel Expense Reimbursement Policy</i>. CRD Board Chair and CRD CAO met with Nations' Chiefs and Council to present proposed changes and receive feedback ahead of amendments being made. Outreach to the Nations to determine their identified elected representatives is ongoing, with orientation to take place once they have been identified.
3b Service Delivery	Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	19 20 21 22	Completed First Nations Economic Development Partnership Model Feasibility Study in Q3 2020. Through the Economic Partnership Model from the Indigenomics Institute, staff are working to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program. Outreach in Q4 2020 to local First Nations informing them of additional Reaching Home COVID-19 Funding available. To date, three First Nations have projects underway.
3c First Nations Traditional Practices	Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.	19 20 21 22	Corporate wide training to support the new Protection and Conservation of Heritage Sites underway. Training will be made available to staff bi-annually going forward. Board approved draft Land Altering Works MOU between WSÁNEC Leadership Council and CRD. Quarterly meetings began in Q4 2020 to review upcoming works taking place in WSÁNEC Territory and receive feedback from the Nations on the proposed works. Engagement and consultations ongoing with First Nations on parks management plans for Mount Work Park and East Sooke Park, water and wastewater service agreements.
3d First Nations Ecological Asset Management	Prepare an ecological asset management plan.	19 20 21 22	Ecological Asset Management Plan project scoping ongoing with multiple CRD divisions. Report expected in Q3 2021.

2. Delivering the CRD Corporate Plan 2019-2022

CRD Board Strategic Priorities Progress Report

Advocacy, Governance & Accountability

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
4a Electoral Area Advocacy	Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	19 20 21 22	Engineering firm contracted to advance Phase 2 of the Connectivity Design Plan to create a broadband infrastructure plan for SGI. CRD Board supported two requests by Internet Service Providers for federal funding aimed at improving services.
4b Electoral Area Governance	Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area (EA).	19 20 21 22	Service Planning and business case modelling underway to create new SGI Transportation service. Contract to develop plan awarded in Q1 2021. SSI Transportation Committee conducted a strategic planning session in Q4 2020 to set direction for annual capital priorities. SSI Water Optimization Study published in Q1 2021.
4c Regional Emergency Management Partnership (REMP)	Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	19 20 21 22	SEOC continues to facilitate coordination of actions and resources in the Electoral Areas and regionally. The Corporate Emergency Management Plan has been updated. CRD advocated to CREST to urgently find an alternative method of providing emergency telecommunication in the Juan de Fuca electoral area. Public Alert Notification System contract awarded in Q1 2021. EA Volunteer Fire Service Regulatory Review completed in Q1 2021. Direction received to report back on strategies to meet and sustain regulatory compliance.
4d Triple Bottom Line	Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.	19 20 21 22	Overhaul of service planning process implemented and operationalized. Review of capital reserve balances and funding practices completed Q4 2020, with comparison to other local governments. Work now underway developing guidelines targeted at setting reserve balances and levels of debt to set a standard approach to long-term funding strategies for capital obligations. Government Finance Officers Association US & Canada awarded CRD with this year's Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting.

Continues on next page

2. Delivering the CRD Corporate Plan 2019-2022

CRD Board Strategic Priorities Progress Report

Advocacy, Governance & Accountability (cont'd)

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
4e Arts	Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.	19 20 21 22	CRD Arts & Culture Support Service Strategic plan update completed in Q2 2020. Public engagement regarding performing arts facilities work completed in Q4 2020. Implementation ongoing of report recommendations, including establishing a regional service for the purposes of planning, developing and funding of performing arts facilities that have regional impact.
4f Economic Development	Explore how the CRD can best contribute to regional economic development.	19 20 21 22	Contract for the Rural Dividend grant project to establish a shared business services model in SSI awarded to Rural Island Economic Partnership in Q1 2021. CRD allocated \$1.4 million to the COVID-19 Safe Restart Grants for Local Government. SGI Community Economic Sustainability Commission coordinating with SSI Community Economic Development Commission for regional economic resiliency. Island Food Security report was presented to the SGI CESC. Island Coastal Economic Trust expanded to include Juan de Fuca, SSI and SGI who are not eligible to apply for funding and services.

2. Delivering the CRD Corporate Plan 2019-2022

CRD Corporate Plan Progress Report

Please see Progress Update CRD Corporate Plan 2019-2022 (Appendix C) for detailed overview of progress to date on each initiative.

The majority of initiatives highlighted in the Corporate Plan have started and are:

- Being progressed as a one-off initiative (orange)
- Been absorbed as part of a core service adjustment (teal)
- Completed (grey)

A handful of initiatives remain to be actioned/progressed (<5%); in a number of cases direction has been received but the work has not yet started.

CRP Corporate Plan 2019-2022



Maintaining our day-to-day operations

CRD staff continue to deliver 200+ core services at a regional, sub-regional and local level.

Support Services continue to support the corporation with day-to-day operations.

4. Facilitated discussion and Board direction

For discussion:

- ☐ Is progress on the Board Strategic Priorities meeting expectations?
- ☐ If not, where would the Board like to see additional effort to advance priorities?

CRD Board Priorities on a Page

Priorities	Community Wellbeing – Transportation & Housing	Climate Action & Environmental Stewardship	First Nations Reconciliation	Advocacy, Governance & Accountability
Initiatives	• Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling. • Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor. • Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse & growing population, including vulnerable residents.	• Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030. • Work with local governments to further reduce emissions from buildings, transportation and solid waste. • Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste. • Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups. • Develop model bylaws and best practices for use by municipalities and electoral areas.	• Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. • Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. • Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names. • Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.	• Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. • Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. • Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. • Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. • Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs. • Explore how the CRD can best contribute to regional economic development.
Desired Outcomes	• We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.	• We envision reduced GHG emissions, triple-bottom line solutions and progress on adaptation.	• We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.	• We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

An aerial photograph of a lush, green valley. In the foreground, there are several large, leafy trees with some autumnal yellowing. The middle ground is dominated by a dense forest of evergreen and deciduous trees. Scattered throughout the valley are various buildings, including houses and larger institutional structures like schools or government buildings. In the background, a range of mountains is visible under a hazy, golden sky, suggesting a sunrise or sunset. The overall scene is peaceful and scenic.

Capital Regional District

2019-2022 Board Priorities

Table of Contents

2019 - 2022 Board Priorities

Message from the Board	1
Board of Directors (2019 - 2022)	2
About the CRD	3
Corporate Statements	4

Priority Setting

Priority Setting	6
Connecting Board Priorities to Action	7

Board Priorities

2019 - 2022 Board Priorities	9
Desired Outcomes	10
• Community Wellbeing - Transportation & Housing	11
• Climate Actions & Environmental Stewardship	12
• First Nations Reconciliation	13
• Advocacy, Governance & Accountability	14
Next Steps	15
Key Documents	16

Message from the Board

As the 2019 – 2022 Capital Regional District (CRD) Board of Directors, we are the mayors and councillors in each municipality and representatives of the electoral areas. In our roles, we hear the concerns of our constituents, we identify risks and opportunities, and we work together as the CRD Board for the benefit of the region as a whole.

The continued growth of the region brings new opportunities and deepens existing issues for our communities, requiring decisive and collaborative action to set the strategic course for the CRD over the next four years.

We invite you to read this plan to see how we will work together to build a vibrant, livable and sustainable region.

Responding to Community Issues

As the CRD Board of Directors, we voice the needs of our constituents and direct the CRD's actions to respond.

In our Board planning sessions, we discussed a range of community issues, including but not limited to:

- Arts
- Climate Change
- Budgeting
- Environmental Protection
- Emergency Services
- Electoral Areas
- Farmland
- First Nations Reconciliation
- Governance & Service Delivery
- Health
- Housing
- Regional Parks
- Transportation
- Waste Management

Board Priorities & Initiatives

While all issues are important, limited resources require the Board to make strategic decisions. The Board carefully selected strategic priorities and associated initiatives that can be addressed within the CRD's legislative mandate, that are new, or that require more intense or urgent effort than has previously been applied.

We acknowledge the extensive work the CRD is already doing for the region and will continue to do. Accordingly, this document focuses on initiatives that we would like the CRD to address in addition to ongoing initiatives. Through the CRD's established service planning and budget processes, we will determine how best to fund our priorities/initiatives, with a focus on delivering value to taxpayers.

Board of Directors (2019–2022)

Our 24-member Board is composed of one or more elected officials from each of the local governments within the CRD boundaries. Each local government holds one director position on the Board for every 25,000 people (or portion thereof).

- ▶ Denise **BLACKWELL**, Langford (*2018 Vice-Chair*)
- ▶ Susan **BRICE**, Saanich
- ▶ Barbara **DESJARDINS**, Esquimalt
- ▶ Fred **HAYNES**, Saanich
- ▶ Lisa **HELPS**, Victoria
- ▶ Mike **HICKS**, Juan de Fuca Electoral Area
- ▶ Gary **HOLMAN**, Salt Spring Island Electoral Area
- ▶ Dave **HOWE**, Southern Gulf Islands Electoral Area
- ▶ Ben **ISITT**, Victoria
- ▶ Jeremy **LOVEDAY**, Victoria
- ▶ Rob **MARTIN**, Colwood
- ▶ Cliff **MCNEIL-SMITH**, Sidney
- ▶ Rebecca **MERSEREAU**, Saanich
- ▶ Kevin **MURDOCH**, Oak Bay
- ▶ Geoff **ORR**, North Saanich
- ▶ Colin **PLANT**, Saanich (*2018 Chair*)
- ▶ John **RANNS**, Metchosin
- ▶ David **SCREECH**, View Royal
- ▶ Lanny **SEATON**, Langford
- ▶ Maja **TAIT**, Sooke
- ▶ Ned **TAYLOR**, Saanich
- ▶ Ken **WILLIAMS**, Highlands
- ▶ Ryan **WINDSOR**, Central Saanich
- ▶ Geoff **YOUNG**, Victoria



About the CRD

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas (EA) on southern Vancouver Island and the Gulf Islands, serving more than 393,000 residents. The traditional territories of over 20 First Nations span portions of the region and 11 of those hold reserve lands throughout the capital region.

The Capital Regional District (CRD) was incorporated in 1966 to provide regional decision-making on issues that transcend municipal boundaries and to enable more effective service delivery to residents regionally, sub-regionally and locally.

As a local government, the CRD develops partnerships to facilitate and deliver projects and services to ensure a sustainable, livable and vibrant capital region.

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models.

The CRD has more than 200 services, infrastructure and financing agreements with municipalities and electoral areas. CRD services are organized into the following categories:

- ▶ **Regional**, where all municipalities and electoral areas are served;
- ▶ **Sub-regional**, where two or more jurisdictions are served;
- ▶ **Local**, in the electoral areas where the CRD is the local government.

The CRD works collaboratively with First Nations and other levels of governments and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services.

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of 1,418 affordable rental units throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment.

Corporate Statements

Mission

We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region, through an effective, efficient and open organization.

Vision

Our communities strive to achieve exemplary environmental stewardship, a dynamic vibrant economy and an inclusive, caring society. Regional cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD.

Reconciliation

The CRD's boundaries span the Traditional Territories of over 20 First Nations, whose ancestors have been taking care of the land since time immemorial. The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance.

The CRD is part of a national movement towards Reconciliation with Canada's Indigenous peoples, informed by:

- The Truth and Reconciliation Commission's Calls to Action
- The United Nations Declaration on the Rights of Indigenous Peoples
- Sec. 35 of the Canadian Charter of Rights and Freedoms
- The Douglas Treaties and the BC Modern Treaty process

For the full Statement of Reconciliation, please visit:

www.crd.bc.ca/firstnations.





Priority Setting

Priority Setting

Priorities

For our 2019 - 2022 mandate, with an annual review, we agreed to focus on the following regional priorities:

- Community Wellbeing - Transportation & Housing
- Climate Change Adaptation & Mitigation
- First Nations Reconciliation
- Advocacy, Governance & Accountability (including EA-specific initiatives)

As part of the above regional priorities, we identified two electoral area initiatives that apply where the CRD serves as the local government, specifically Juan de Fuca, Salt Spring Island and the Southern Gulf Islands. The two initiatives call for an advocacy strategy to ensure all occupied properties have high-speed internet access and a comprehensive strategy and operational review to reflect the unique governance needs of each electoral area.

Strategic Planning Process

Through a series of facilitated Board meetings, beginning in November 2018 and ending in January 2019, we set the strategic priorities for our 2019 - 2022 mandate. Our priorities complement existing plans and budgets developed over many years.

The creation of this document involved consultation with Directors (surveys and discussions) and several Board planning sessions.

We, the Board, approved the 2019 - 2022 priorities on February 13, 2019.

Connecting Board Priorities to Action

Organizational efforts are aligned to ensure work is prioritized according to Board direction. Robust corporate planning processes consider existing CRD strategies, organizational mandates and resource availability to ensure the CRD delivers on Board expectations and administrative/operational obligations.

Internal Capacity

Board priorities cannot be fully implemented without sufficient internal capacity - be it systems (e.g. budgeting and information technology) or people (e.g. training, performance management, retention and recruitment). The CRD's Organizational Development Plan addresses organizational management.

Planning & Budgeting

Board priorities guide the strategic direction of the CRD. To deliver on Board priorities and corporate obligations, executive staff create a Corporate Plan that guides service delivery over the Board's four-year mandate. The Corporate Plan is implemented through annual Board approval of divisional service plans. Service plans detail service levels, actions, measurable targets and resources required to achieve Board and corporate priorities. Board approval of financial plans and budgets provides the resources for implementation.

Implementation

Once resourced, staff move to deliver on Board priorities and initiatives.

Accountability & Transparency

Staff report quarterly and annually on progress towards achieving Board priorities and on significant budget variances and emerging risks. Through the corporate planning process, key performance indicators will be developed to track progress.



Board Priorities

2019 - 2022 Board Priorities



Community Wellbeing – Transportation & Housing

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.



Climate Action & Environmental Stewardship

The CRD Board will encourage and implement bold action on climate change by enhancing its natural and built assets to achieve environmental resilience, food security and continued wellbeing of our current and future residents.



First Nations Reconciliation

The CRD Board will take measurable steps toward strengthening government-to-government relationships with First Nations to foster shared prosperity for all.



Advocacy, Governance & Accountability

The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on advancing regional, sub-regional and local priorities, and work to resolve issues that the CRD does not have the direct mandate to address.

Desired Outcomes



Community Wellbeing – Transportation & Housing

We envision residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.



Climate Action & Environmental Stewardship

We envision reduced GHG emissions, triple-bottom line solutions and progress on adaptation.



First Nations Reconciliation

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.



Advocacy, Governance & Accountability

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.



Community Wellbeing – Transportation & Housing

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region’s diverse and growing population.

Why?

The region currently faces issues of unaffordable housing, as well as lengthy and costly commutes. These issues negatively impact community wellbeing and do not meet the long-term needs of our communities.

Initiatives

- 1a** Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.
- 1b** Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.
- 1c** Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.

Desired Outcome

We envision residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.



Climate Action & Environmental Stewardship

The CRD Board will encourage and implement bold action on climate change by protecting and enhancing its natural and built assets to achieve environmental resilience, food security, managed growth and continued wellbeing of our current and future residents.

Why?

The impacts of climate change are already being felt globally and locally, and these impacts will continue to intensify and affect our communities and the natural environment for decades to come. It is urgent that we do our part to stabilize the climate and adapt.

Initiatives

- | | |
|-----------|---|
| 2a | Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030. |
| 2b | Work with local governments to further reduce emissions from buildings, transportation and solid waste. |
| 2c | Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste. |
| 2d | Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups. |
| 2e | Develop model bylaws and best practices for use by municipalities and electoral areas. |

Desired Outcome

We envision reduced GHG emissions, triple-bottom line solutions and progress on adaptation.



First Nations Reconciliation

The CRD Board will take measurable steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all.

Why?

It is important to acknowledge historic harms, overcome current inequities and respect local indigenous laws and culture.

Initiatives

- | | |
|-----------|---|
| 3a | Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. |
| 3b | Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. |
| 3c | Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names. |
| 3d | Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management. |

Desired Outcome

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.



Advocacy, Governance & Accountability

The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on transparently and efficiently advancing regional, sub-regional and local priorities, and work collaboratively to address multi-jurisdictional issues that impact the wellbeing of the region's residents.

Why?

There are issues that require regional action outside the CRD's service mandate. Where the CRD does not have a direct mandate, the Board can advocate on behalf of the CRD. Through partnerships and effective governance, the CRD can leverage resources, extend its impact to more communities and achieve greater outcomes.

Initiatives

- | | |
|-----------|--|
| 4a | Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. |
| 4b | Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. |
| 4c | Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. |
| 4d | Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. |
| 4e | Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs. |
| 4f | Explore how the CRD can best contribute to regional economic development. |

Desired Outcome

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

Next Steps

To achieve our priorities, we commit to work collaboratively with each other and to direct the CRD with clarity and accountability. CRD staff will undertake specific actions that will be outlined in the 2019-2022 Corporate Plan and staff will report back on the progress of these actions at regular intervals. In turn, progress on our priorities and initiatives will be regularly updated to reflect our commitment to continually evolve and adapt.

We will focus on a handful of initiatives at one time, and, as they are completed or well underway, we will address remaining initiatives.

To ensure the Board priorities and initiatives continue to respond to the needs of our communities, we will review the 2019-2022 Board Priorities on an annual basis to confirm or revise the agreed-upon initiatives.

This document is available on www.crd.bc.ca/plans.

Key Documents

The following plans relate to the Board's priorities and guide CRD operations. Please visit our website at www.crd.bc.ca/plans to view all plans.

Community Wellbeing – Transportation & Housing

Capital Region Housing Corporation (CRHC) Strategic Plan

Regional Housing Affordability Strategy (RHAS)

Regional Growth Strategy (RGS)

Regional Transportation Strategy (RTP)

Climate Action & Environmental Stewardship

Corporate Climate Action Strategy (CCAS)

Regional Climate Action Strategy (RCAS)

Regional Food & Agricultural Strategy (RFAS)

Regional Parks Strategic Plan

Solid Waste & Resource Management Plan (SWMP)

First Nations Reconciliation

First Nations Task Force Final Report

Statement of Reconciliation

Advocacy, Governance & Accountability

Regional Water Supply Strategic Plan

CRD Arts & Culture Support Service Strategic Plan

Other

Organizational Development Plan (ODP)

Corporate Asset Management Strategy (CAMS) [link will be provided pending CAMS approval in Spring 2019]

Note: The strategic plans contained herein have a regional focus. Please note, there are various sub-regional strategic plans that also guide operations.

Photo Acknowledgment

The photos in this document were taken within the boundaries of the Capital Regional District.

We wish to acknowledge the photographers whose work is featured here, including:

- ▶ Devin **CARD**
- ▶ Derek **FORD**
- ▶ [istock.com/PSAHOTA](https://www.istock.com/PSAHOTA)

Cover Photo

Credit: P. Sahota

Location: Mount Douglas

CRD Board Strategic Priorities Progress Report

Community Wellbeing – Transportation & Housing

We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key deliverables as of May 2021
1a Multi-Modal Transportation	Work with government / community partners to plan for and deliver an effective, long-term multi-modal transportation system and to increase use of public transit, walking and cycling.	19 20 21 22	MoTI's South Island Transportation Strategy (SITS) was published in Q3 2020. Staff brought a report on gaps in regional transportation functions and options for next steps to the Committee of the Whole. Based on the gaps, the Board directed that staff prepare a list of transportation priorities for Board prioritization, in close collaboration with regional partners and agencies, and the reinstatement of the Transportation Committee to provide oversight on this work going forward.
1b E&N Corridor	Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N Corridor.	19 20 21 22	Operationalized. SITS considered the E&N Corridor in its recommendations and will continue to protect it as a transportation corridor.
1c Affordable Housing	Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.	19 20 21 22	Housing and Transportation Cost Estimate Study was released in Q3 2020, exploring the impact of transportation costs on household affordability in the region. CRD awarded three Regional Housing Trust Fund grants to support the construction of over 100 affordable rental units in Q4 2020. Through the Regional Housing First program: • 282 new affordable housing units opened for rental in the Westshore (Spencer Close and West Park) in Q4 2020 • 120 new affordable homes opened in Langford (Hockley House) in Q1 2021 Government of Canada announced \$13.1M in federal funds for the Rapid Housing Initiative to create up to 91 new affordable homes. CRD received \$1.9M in the fall in additional COVID-19 emergency response funding from Reaching Home to support the region's response capacity for those experiencing homelessness.

CRD Board Strategic Priorities Progress Report

Climate Action & Environmental Stewardship	We envision reduced greenhouse gas (GHG) emissions, triple-bottom line solutions and progress on adaptation.
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● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
2a Climate Emergency	Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	19 20 21 22	CRD Residential (Energy) Retrofit Acceleration Strategy was completed in Q2 2020, with more rebates offered. Completed the Climate Action Revenue Incentive Program reporting in Q2 2020 and the regional GHG inventory and associated municipal study in Q3 2020. Update of the CRD Climate Action Strategy is underway.
2b GHG from buildings, transportation and solid waste	Work with local governments to further reduce emissions from buildings, transportation and solid waste.	19 20 21 22	Implemented the neighborhood Transition 2050 'Bring It Home 4 Climate' Program to encourage residential energy retrofit in Q4 2020. The program has been extended. Working in partnership with Saanich and Victoria on a social media campaign to increase Electric Vehicle awareness and take-up in the region.
2c Environmental Resource Management	Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	19 20 21 22	Completed the community and local government consultation on the draft Solid Waste Management Plan, including targeted engagement with First Nations groups and residents in the Hartland Landfill area. The Board is considering the final draft in May. CRD announced biosolids trucking contract with K'ENES Transportation in Q4 2020. Process started to design and construct a new facility to upgrade the biogas generated at Hartland Landfill to renewable gas. Supply contract with FortisBC to purchase this gas for distribution submitted to BC Utilities Commissions in spring.
2d Regional Parks	Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy.	19 20 21 22	Regional Parks 2020 to 2021 Land Acquisition Criteria was approved in Q2 2020. CRD has acquired further parkland in Saanich, Mount Parke and Mount Work Regional Parks. Mountain Biking Guidelines expected in spring 2021. Regional Trails Widening Study received by Board in Q1 2021 and staff directed to conduct public engagement. After a review of the appropriateness of property tax requisition as primary revenue source for Regional Parks operating costs, Board directed staff to consider additional parking revenue options as part of the Regional Parks strategic planning process.
2e Environmental Protection	Develop model bylaws and best practices for use by municipalities and electoral areas.	19 20 21 22	Completed the Region Coastal Flood Inundation Mapping Project in Q3 2020 and the Regional Electric Vehicle Charging Roadmap in Q1 2021. Engaged with the Province on opportunities related to the BC Recycling Regulations amendments.

CRD Board Strategic Priorities Progress Report

First Nations Reconciliation

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
3a First Nations Leadership	Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	19 20 21 22	CRD Board approved inclusion of First Nations in regional governance and decision making in Q1 2021. Amendments were approved and made to CRD Procedures Bylaw (to include First Nations Members on CRD Committees), Terms of Reference for various CRD Standing Committees (to allow for First Nation Member participation at their leisure in accordance with CRD Procedures Bylaw) and CRD Board Remuneration and Travel Expense Reimbursement Policy. CRD Board Chair and CRD CAO met with Nations' Chiefs and Council to present proposed changes and receive feedback ahead of amendments being made. Outreach to the Nations to determine their identified elected representatives is ongoing, with orientation to take place once they have been identified.
3b Service Delivery	Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	19 20 21 22	Completed First Nations Economic Development Partnership Model Feasibility Study in Q3 2020. Through the Economic Partnership Model from the Indigenomics Institute, staff are working to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program. Outreach in Q4 2020 to local First Nations informing them of additional Reaching Home COVID-19 Funding available. To date, three First Nations have projects underway.
3c First Nations Traditional Practices	Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.	19 20 21 22	Corporate wide training to support the new Protection and Conservation of Heritage Sites underway. Training will be made available to staff bi-annually going forward. Board approved draft Land Altering Works MOU between WSÁNEC Leadership Council and CRD. Quarterly meetings began in Q4 2020 to review upcoming works taking place in WSÁNEC Territory and receive feedback from the Nations on the proposed works. Engagement and consultations ongoing with First Nations on parks management plans for Mount Work Park and East Sooke Park, water and wastewater service agreements.
3d First Nations Ecological Asset Management	Prepare an ecological asset management plan.	19 20 21 22	Ecological Asset Management Plan project scoping ongoing with multiple CRD divisions. Report expected in Q3 2021.

CRD Board Strategic Priorities Progress Report

Advocacy, Governance & Accountability

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
4a Electoral Area Advocacy	Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	19 20 21 22	Engineering firm contracted to advance Phase 2 of the Connectivity Design Plan to create a broadband infrastructure plan for SGI. CRD Board supported two requests by Internet Service Providers for federal funding aimed at improving services.
4b Electoral Area Governance	Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area (EA).	19 20 21 22	Service Planning and business case modelling underway to create new SGI Transportation service. Contract to develop plan awarded in Q1 2021. SSI Transportation Committee conducted a strategic planning session in Q4 2020 to set direction for annual capital priorities. SSI Water Optimization Study published in Q1 2021.
4c Regional Emergency Management Partnership (REMP)	Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	19 20 21 22	SEOC continues to facilitate coordination of actions and resources in the Electoral Areas and regionally. The Corporate Emergency Management Plan has been updated. CRD advocated to CREST to urgently find an alternative method of providing emergency telecommunication in the Juan de Fuca Electoral Area. Public Alert Notification System contract awarded in Q1 2021. EA Volunteer Fire Service Regulatory Review completed in Q1 2021. Direction received to report back on strategies to meet and sustain regulatory compliance.
4d Triple Bottom Line	Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.	19 20 21 22	Overhaul of service planning process implemented and operationalized. Review of capital reserve balances and funding practices completed Q4 2020, with comparison to other local governments. Work now underway developing guidelines targeted at setting reserve balances and levels of debt to set a standard approach to long-term funding strategies for capital obligations. Government Finance Officers Association US & Canada awarded CRD with this year's Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting.

Continues on next page

CRD Board Strategic Priorities Progress Report

Advocacy, Governance & Accountability (cont'd)

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
4e Arts	Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.	19 20 21 22	CRD Arts & Culture Support Service Strategic plan update completed in Q2 2020. Public engagement regarding performing arts facilities work completed in Q4 2020. Implementation ongoing of report recommendations, including establishing a regional service for the purposes of planning, developing and funding of performing arts facilities that have regional impact.
4f Economic Development	Explore how the CRD can best contribute to regional economic development.	19 20 21 22	Contract for the Rural Dividend grant project to establish a shared business services model in SSI awarded to Rural Island Economic Partnership in Q1 2021. CRD allocated \$1.4 million to the COVID-19 Safe Restart Grants for Local Government. SGI Community Economic Sustainability Commission coordinating with SSI Community Economic Development Commission for regional economic resiliency. Island Food Security report was presented to the SGI CESC. Island Coastal Economic Trust expanded to include Juan de Fuca, SSI and SGI who are not eligible to apply for funding and services.

PROGRESS UPDATE (2021)

CRD CORPORATE PLAN 2019-2022

Appendix C

No action

Core service
adjustments

New initiative
or program

Planned

Completed

Affordable Housing

	19	20	21	22
1a-1 Affordable housing per RGS		IBC		
1a-2/1a-3 Housing investment through RHFP/CRHC		IBC	IBC	
1a-4 Housing continuation beyond RHFP		IBC		
1a-5 Housing affordability measurements		IBC		
1a-6 Housing assets improvements		IBC		
1a-7 Greater Victoria Coalition to End Homelessness		IBC		
1a-8 Municipal housing support		IBC		
1a-9 Housing system improvement		IBC		
1a-10* Reaching Home program		IBC	IBC	
1a-11* SGI Housing Strategy			IBC	

Transportation

2a-1 Multi-modal transportation system		IBC		
2a-2 E&N corridor		IBC		
2b-1 Partner collaboration for multi-modal work		IBC		
2b-2 School transportation planning		IBC		
2c-1 Regional transportation data		IBC		
2d-1 Traffic safety education		IBC		
2e-1 SSI transit service evaluation		IBC		
2e-2 SSI cycling & pedestrian infrastructure investment		IBC		
2e-3 SGI public transportation service		IBC		
2e-4 Assess safety & quality of dock infrastructure				

First Nations Relations

3a-1 First Nations Regional Planning		IBC		
3a-2 First Nations Economic Goals		IBC	IBC	
3a-3 First Nations Collaboration		IBC		
3a-4 Ecological Asset Management Plan				
3a-5 First Nations Strategic Plan		IBC	IBC	
3a-6 First Nations Service Plan & Budget				

Economic Development

4a-1 High-speed internet services		IBC		
4a-2 Regional economic development		IBC		
4b-1 Grants dashboard for EAs		IBC		
4b-2 Economic Development Plans for SSI		IBC		
4b-2 Economic Development Plans for SGI		IBC		

Arts & Culture

12a-1 Arts facility needs & partnerships		IBC		
12b-1 Community engagement in arts		IBC		
12b-2 Arts & Culture Strategic Plan		IBC		
12c-1 Arts grant program review		IBC		
12c-2* SSI Art Spring/Art Council Operating & Maintenance		IBC		

Next steps

Deferred due to extension of RHFP
Implementation of outcomes from 1a-8
Annual budget of \$2.2m (capital) for improvements
Support extension to Aboriginal Coalition to End Homelessness
Regional Housing Needs reports completed, planning for additional activities

Expanded CRD role to deliver HIFS

Work underway to identify regional priority transportation initiatives

Provide technical expertise to partner-led working groups
Five school transportation plans rolled out annually
Expanding automated bike counter network
Providing cycling and pedestrian safety grants & Cst Becket scholarship
Transit Future Service Plan working group has been initiated
Phase 1 substantially completed; phase 2 contracts have been awarded
SGI Transportation Integration contract has been awarded, work ongoing
Infrastructure upgrades to be completed by end of 2022

Outreach to Nations to determine identified representatives ongoing
Indigenous leadership program & new procurement portal
Engagement & consultation ongoing on range of subject matters
Intention to start in 2021, TBC
Planning implementation of cultural confidence program for Q3 2021

SGIA broadband connectivity plan report phase 2 expected in Q2 2021

Work planned for Q3 2021
Contract awarded to Rural Island Economic Partnership, work ongoing
Work program ongoing including economic resiliency, affordable housing, food security and transportation planning

Work ongoing to establish regional service

* NEW – Not in Corporate Plan

PROGRESS UPDATE (2021)

CRD CORPORATE PLAN 2019-2022

No action

Core service
adjustments

New initiative
or program

Planned

Completed

Climate Action

	19	20	21	22
5a-1 Climate emergency		IBC	IBC	
5a-2 Collaborate with local governments		IBC		
5a-3 Model bylaws		IBC		
5a-4 Facilitate networks		IBC		
5a-5 Create partnerships		IBC		
5a-6 Climate change impacts & risk to water supply				
5b-1 Reduce corporate emissions		IBC		
5b-2 Landfill gas usage		IBC		
5b-3 Seed funding for corporate mitigation & adaptation				
5b-4 GHG emissions reduction through alternative fuel		IBC		
5b-5 Policy & procedures for life-cycle costing			IBC	
5b-6 Update Corporate Climate Action strategy				
5c-1 Regional sea level rise		IBC		
5c-2 Regional Climate Action Strategy		IBC		

Next steps

Update of the CRD Climate Action Strategy underway, expected in Q3 2021
Work ongoing on inter-municipal working groups & projects
Providing policy guidance and regional coordination support
Administering Climate Action Inter-Municipal Task Force and Working Group

Developing new corporate green fleet and green buildings policies
RfQ issued for design and construction of new RNG facility at Harland

On hold as Fortis RNG alternative fuel not available in 2021
Work expected to start Q3 2021

Update underway in concurrence with 5a-1

Staff to report to committee by end of 2021

Within core service delivery, program continues to evolve
Recruitment for 2020 complete, operations ongoing
Guidelines expected in spring 2021

Vacancy repurposed for First Nations Cultural Interpreter

New contract has been awarded

Deferred by PTPSC, intention to start in 2021

Deferred

Transitioned to web-based outreach due to COVID-19

Electoral approval not obtained

On hold pending after action review of CRD's response to COVID-19

* NEW – Not in Corporate Plan

Parks & Natural Resource Mgmt

6a-1 Regional Parks Strategy update		IBC		
6a-8 Dams, bridges and trestles capital reserves		IBC		
6b-1 Invasive species management		IBC		
6b-2 Environmental stewardship program		IBC		
6b-3 Environmental stewardship volunteers		IBC		
6b-4 Park Operations		IBC		
6b-5* Mountain bike policy				
6c-1.1 EA Community Parks JdF Planning		IBC		
6c-1.2 EA Community Parks SGIA		IBC		
6c-1.3 EA Community Parks SSIA		IBC		
6d-1 Engage with First Nations		IBC		
6e-1 Land Acquisition Fund renewal		IBC		
6f-1 Dog management policy framework		IBC		

Protective Services

7a-1 Regional coordination of emergency services		IBC		
7a-2 Regional Emergency Mgmt Partnership support		IBC		
7a-3 Public alert notification system registrations for EAs				
7a-4 Update Corporate Emergency Plan				
7a-5 Unification of fire dispatch in the region				
7a-6 First Nations emergency support		IBC		
7a-7 CRD Emergency Mgmt Program accreditation				
7a-8 EA residents emergency preparedness				
7a-10* Jordan River dam breach siren		IBC		
7a-12* Community Safety SSIA		IBC		
7a-13* Emergency exercise		IBC		
7b-1 Bylaw enforcement and animal control		IBC		
7c-1 FireSmart program for EAs		IBC		

PROGRESS UPDATE (2021)

CRD CORPORATE PLAN 2019-2022

No action

Core service
adjustments

New initiative
or program

Planned

Completed

Wastewater

	19	20	21	22
8a-1 Wastewater management through LWMP		IBC	IBC	
8a-1.2* Facilities Management Centralization (CAWTP)			IBC	
8a-1.3* Saanich Peninsula Liquid Waste Mgmt Plan – I&I			IBC	
8a-2 Stormwater contaminant sources		IBC		

Landfill & Recycling

9a-1 Resource recovery and waste reduction		IBC	IBC	
9a-2 Infoline support		IBC		
9b-0.1-3* Hartland waste resources			IBC	
9b-1 Public awareness of Extended Producer Responsibility		IBC		
9b-2 Solid Waste Management Plan update		IBC		
9b-3* Controlled waste permits		IBC		
9b-4* Electronic stewardship attendant		IBC		
9c-1 Changing recycling markets		IBC		
9d-1 Hartland landfill longevity		IBC		
9e-1 Organic waste processing procurement		IBC		

Water

10a-0.1 Watershed security position			IBC	
10a-1 Post-disaster water supply plan		IBC		
10a-2 Water infrastructure resilience		IBC	IBC	
10a-3 Regional Water Supply Strategic Plan update		IBC		
10a-4* Cross-connection control inspector		IBC		
10a-5* Water billing		IBC		
10a-7* SSI & SGI water operations		IBC		
10b-1 Water conservation through demand mgmt		IBC		
10c-1 Agricultural water subsidy		IBC		
10d-1 Future water supply & infrastructure		IBC		
10d-2* Leech River water quality operations		IBC		
10d-3* Watershed monitoring		IBC	IBC	
10d-4* SSI watershed protection		IBC		

Planning & Development

11a-1 Regional Growth Strategy (RGS) update		IBC		
11a-2 Regional context statements		IBC		
11d-3 RGS indicators reporting		IBC		
11b-1 Affordable farming analysis		IBC		
11b-2 Fallow deer on SGI		IBC		
11c-1 Review of building inspection on EAs		IBC		
11d-1 New development application review JdF Planning				

Next steps

Operational handover of most components to CRD complete

N/A – staffing adjustment IBC

Developing of inflow & infiltration modelling underway

New opportunities evaluated as they emerge

N/A – staffing adjustment IBC

Currently in stage 4 of plan preparation, expected completion in Q2 2021

N/A – staffing adjustment IBC

N/A – staffing adjustment IBC

Markets for some materials evolving following pandemic restrictions

Part of Solid Waste Management Plan to extend life until 2100

Implementation of procurement strategy starting in spring 2021

N/A – staffing adjustment IBC

Infrastructure improvements & education/coordination ongoing

Infrastructure renewal programs ongoing, staffing adjustment completed

Annual progress report on initiatives presented in the fall

N/A – staffing adjustment IBC

N/A – staffing adjustment IBC

Agricultural water rate review to be completed in 2021

Consultant retained for Regional Water Master Plan update

Sampling completed, report expected in Q3 2021

Manage contract for hydromet station maintenance & upgrade

Report published annually in the fall

Food lands Trust business case work ongoing, report expected in Q4 2021

Board approved that building inspection service remain as a single shared service with a single budget

PROGRESS UPDATE (2021)

CRD CORPORATE PLAN 2019-2022

No action

Core service
adjustments

New initiative
or program

Planned

Completed

Recreation

19 20 21 22

13a-1.1 Recreational Programming & Rates - Panorama		IBC		
13a-1.2 Recreational Programming & Rates - Reg. Parks		IBC		
13a-1.3 Recreational Programming & Rates - SEAPARC		IBC	IBC	
13a-1.4 Recreational Programming & Rates - SGIA		IBC		
13a-1.5 Recreational Programming & Rates - SSIA		IBC		

Health Facilities

14a-1 Health capital projects and funding		IBC	IBC	
14a-2* Health capital projects and funding FS support			IBC	
14b-1 Public health bylaws		IBC		
14c-1 Health data & analytics		IBC	IBC	

Accountability

15a-1 EA strategy and operations SSIA		IBC		
15a-1* Commission review			IBC	
15b-1 Triple-bottom-line budgeting		IBC	IBC	
15b-2 Asset management and risk analysis		IBC		
15b-2* Financial analysis position for local services			IBC	
15c-1.2* FMW2 position formalization			IBC	
15c-1.3 Diversity, inclusion & organizational development			IBC	
15c-2* SGI-CRD liaison program		IBC		
15d-1 Service planning & KPIs		IBC		
15d-1.2* Graphic Standards update			IBC	
15e-1 Partnership directory		IBC		
15f-1.0 Systems + Policies - Bylaw management system		IBC		
15f-1.1 Systems + Policies - Contracts database		IBC		
15f-1.3 Systems + Policies - EDRMS		IBC		
15f-1.4 Systems + Policies - HR & Corporate Safety systems		IBC		
15f-1.4 IT support for Harland scales & Perfectmind			IBC	
15f-1.5 Systems + Policies - Rise & report tracking system		IBC		
15f-1.5 IT support for mobile maintenance workorder			IBC	
15f-1.6 Systems + Policies - Signage		IBC		
15f-1.6 E-signature software			IBC	
15f-1.7 Systems + Policies - Toolkits		IBC		
15f-1.7 Microsoft Office 365			IBC	
15f-1.8 Systems + Policies - Website		IBC		
15f-1.9 Systems + Policies - SAP development		IBC		
15f-1.9 IWS infrastructure resilience			IBC	
15f-1.11 Information Security Program		IBC		

Next steps

Updated annually
Updated annually
Updated annually - staffing adjustment IBC in 2021
Updated annually
Updated annually

Capital project based work with Island Health
N/A - staffing adjustment IBC
Public health bylaw enforcement work ongoing
Coordination of Regional Outcome Monitoring data ongoing

Develop strategy and operational review of governance
Review of commissions and standing committees planned for 2021
Developing target reserve level guidelines and capital funding strategies
Extension of enhanced data model to CAWTP infrastructure
N/A - staffing adjustment IBC
N/A - staffing adjustment IBC
Developing CRD corporate D&I framework
N/A - staffing adjustment IBC
Service plans outputs reviewed by Board annually in the fall
Needs and gap analysis underway
Partnership directory & guidelines in place
System testing underway, roll-out started
Gathering project business requirements and updating RCS
N/A - staffing adjustment IBC
N/A - staffing adjustment IBC
Comprehensive signage strategy completed
Solution implementation expected in Q3 2021
Website refresh launch expected in 2022
SAP training and project coordination in place, system renewal plan underway
N/A - staffing adjustment IBC