



Notice of Meeting and Meeting Agenda Committee of the Whole

Wednesday, May 11, 2022

10:30 AM

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

Special Meeting - Strategic Plan

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. Chair's Remarks

4. Presentations/Delegations

The public are welcome to attend CRD Board meetings in-person.

Delegations will have the option to participate electronically. Please complete the online application for "Addressing the Board" on our website and staff will respond with details.

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

- 4.1. [22-328](#) Delegation - Geoff Pearce; Resident of Metchosin: Re: Agenda Item 5.2.: Board Orientation and Strategic Plan 2023 - 2027

5. Special Meeting Matter(s)

- 5.1. [22-322](#) 2019-2022 Board Strategic Priorities-Annual check-in

Recommendation: The Committee of the Whole recommends to the Capital Regional District (CRD) Board:
That the current level of effort on CRD Board Priorities be maintained and that staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.
(NWA)

Attachments: [Staff Report: 2019-22 Board Strategic Priorities-Annual Check-in](#)
[Presentation: 2019-22 Board Strategic Priorities-Annual Check-in](#)
[Appendix A: 2019-22 CRD Board Strategic Priorities](#)
[Appendix B: 2019-22 CRD Board Strategic Priorities Progress Rpt \(2022\)](#)
[Appendix C: 2019-22 CRD Corporate Plan Progress Rpt \(2022\)](#)

5.2. [22-299](#) Board Orientation and Strategic Plan 2023-2027

Recommendation: The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.
(NWA)

Attachments: [Staff Report: Board Orientation and Strategic Plan 2023-2027](#)
 [Appendix A: CRD Board Orient'n & Strategic Plan Timeline \(2022\)](#)

6. Motion to Report to the Board**6.1.** [22-313](#) Motion to Report to the Board

Recommendation: That the Committee of the Whole report to the Capital Regional District Board at the
May 11, 2022 regular meeting regarding Items 5.1. and 5.2.

7. Adjournment

REPORT TO COMMITTEE OF THE WHOLE MEETING OF WEDNESDAY, MAY 11, 2022

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

ISSUE SUMMARY

To report on progress made to deliver the 2019-2022 Capital Regional District (CRD) Corporate Plan and Board Priorities.

BACKGROUND

The CRD Board identified its Board Strategic Priorities in early 2019 (see Appendix A). 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 for which the CRD is accountable.

The CRD Board meets in the spring to discuss and confirm the direction for its Strategic Priorities for the upcoming year. This direction shapes the service planning process that identifies recommended funding, timing and service levels to deliver the next year's work. Staff prepare these recommendations through the summer for review by the Committee of the Whole in the fall. The Board provides approval at the Provisional Budget meeting.

As we conclude the 2019-2022 CRD Corporate Plan, the CRD is in a good position to meet the expectations that were set at the start of the 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 six months will be on finishing and/or operationalizing the work that has been started. As such, staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the incoming Board determines its strategic priorities for the 2023-2026 term.

This report has been produced to provide evidence of the CRD's progress over the last year, to facilitate a discussion about any final changes to be made to the direction.

The CRD Board carried a motion last fall to refer a change to one of the initiatives identified under the First Nations Relations Board Strategic Priority (initiative 3d) to the annual strategic check-in. The proposed amended wording has been included in Appendix B.

ALTERNATIVES

Alternative 1

The Committee of the Whole recommends to the Capital Regional District (CRD) Board:
That the current level of effort on CRD Board Priorities be maintained and that staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

Alternative 2

The Committee of the Whole recommends to the Capital Regional District (CRD) 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 next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

IMPLICATIONS

Financial Implications

Given the timing of the General Election, the opportunities to make material change(s) to the existing direction and initiatives are substantially reduced, compared to prior years. A change of direction at this stage will have to be specific and limited in scope to have a realistic chance of delivery while staff work with the incoming Board on capturing new strategic priorities for the next term of office.

Any change in strategic direction will have to be addressed and reflected through the 2023 service planning and financial planning processes. Such would likely result in either an increase in resources or would be at the expense of other activities/initiatives that would have otherwise been delivered in 2022 and 2023. Resource implications would be identified in the preliminary budget, brought forward by staff in September 2022.

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 Quarterly Progress Reports (summarized in Appendix B). The Board also receives a progress report on the entirety of the CRD Corporate Plan initiatives (Appendix C) 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 fulfill an oversight and advisory role in relation to our work. The CRD Annual Report is published in the spring.

This layered oversight ensures that there is transparency over progress year-round and that adjustments can be made to policy in close consultation with the CRD Board, where necessary. The quarterly reports have demonstrated that progress has been made for each of the Board's priorities.

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.

The 2022-2026 CRD Board Directors will discuss and prioritize a new set of Board Strategic Priorities in the fall. This exercise will guide the subsequent development of a new CRD Corporate Plan.

CONCLUSION

The Board determines resourcing through its annual review and approval of financial plans. Staff have been progressing initiatives and actions identified in the 2019-2022 CRD Corporate Plan, including Board Strategic Priorities. To support the Board's decision-making, staff provide recommendations on funding, timing and service levels through the service and financial planning processes. As 2023 is a transition year for the CRD Board, the focus of these processes will be on operational continuity and adjustments while the organization prepares new strategic direction.

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District (CRD) Board:
That the current level of effort on CRD Board Priorities be maintained and that staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

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

ATTACHMENTS

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

2019-2022 Board Strategic Priorities Annual Check-In

Capital Regional District (CRD) Board
May 11, 2022

Bob Lapham MCIP RPP
Chief Administrative Officer

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

1. Operating Environment Scan

Bob Lapham

Objective of today's session and overview

2. CRD Planning Framework

Kevin Lorette

- Board Planning & CRD Board Strategic Priorities Progress Report
- Service Planning & 2019-2022 CRD Corporate Plan Progress Report

3. Facilitated Discussion and Board Direction

Board Chair

For discussion:

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

1. Operating Environment Scan

External Context*

- Various economic indicators in 2021 and 2022 signal that the regional economy has, in many ways, surpassed pre-pandemic performance.
- Cost of living indicators, including the Consumer Price Index, are all showing significant lifts. Further interest rate increases are expected which may have many direct and indirect impacts, including on cost of borrowing, cost of living and construction costs.
- Population growth and regional economic activity continues to drive strong demand and utilization of CRD services.

Internal Context

- The CRD has experienced growth in many core services in the past five years, driven by community need and guided by the CRD Corporate Plan.
- As demand for operational staff's time and services increases, so does demand on the corporate divisions that provide organization-wide functions

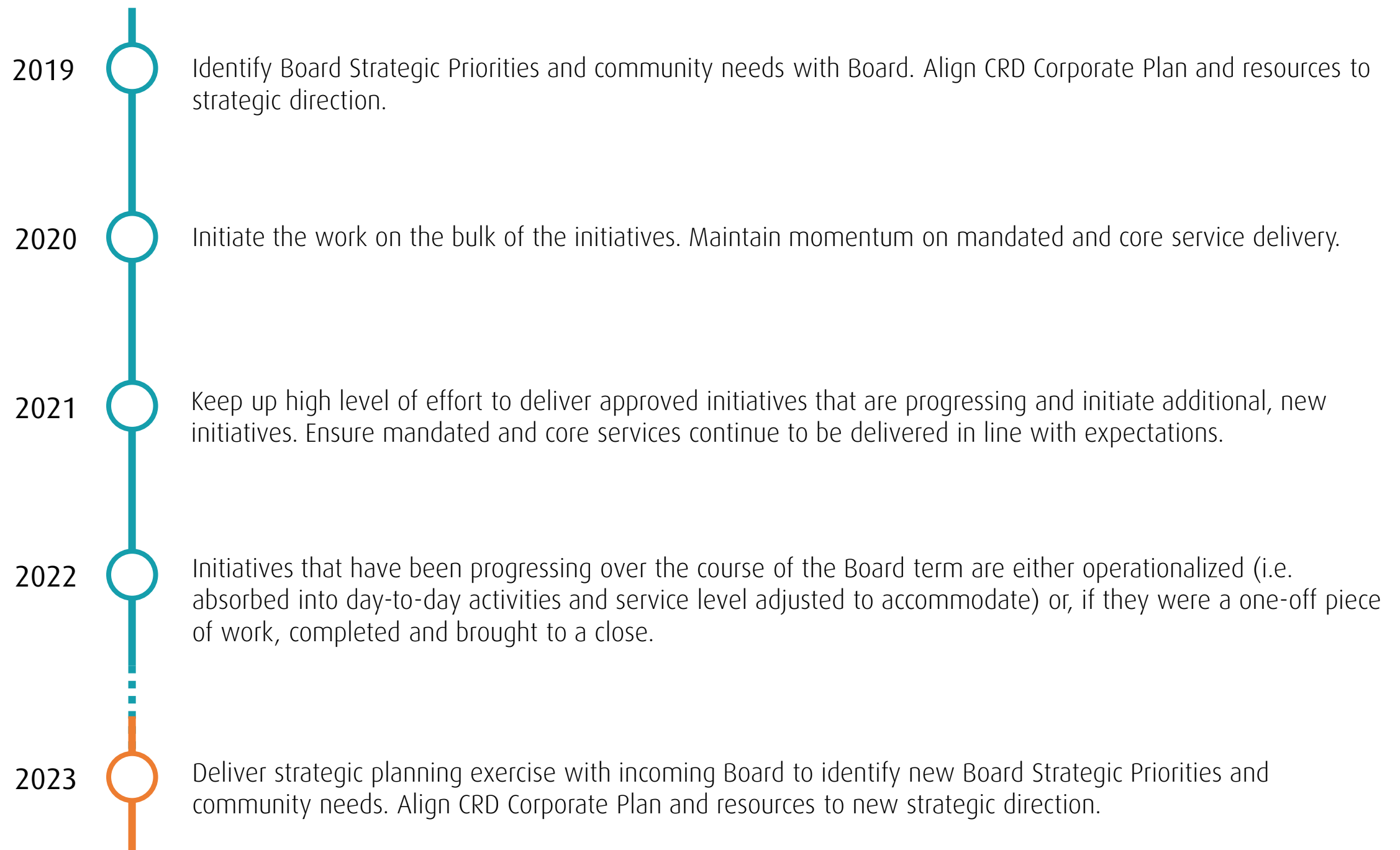
Corporate Context

- The CRD has maintained delivery momentum across its services, initiative and workplans throughout the pandemic.
- Management and staff continue to show flexibility and adaptability as they continue delivering Board and Corporate priorities and meet increased regional demand for services.

*For comprehensive analysis of economic indicators, please refer to the 2023 Service and Financial Planning Guidelines presented to Finance Committee of May 4, 2022

2. CRD Planning Framework

Board Planning



2. CRD Planning Framework

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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
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 ●	<p>Operationalized Q4 2021. In Q3 2021 the Capital Regional District (CRD) Board endorsed Transportation Committee recommendations to form an advisory group to coordinate transportation matters, fill transportation priority gaps and advance regional transportation priorities. The mandate for Regional Trails was added to the Transportation Committee in 2022 and removed from the Regional Parks Committee Terms of Reference.</p> <p>The Board Chair and Vice Chair have twice met with the Minister of Transportation and Infrastructure to discuss regional transportation priorities and request improved funding streams for regional active transportation infrastructure. An application has been submitted to the Federal Active Transportation Fund for regional trail improvements.</p>
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 ●	<p>Operationalized Q1 2021. The Province's South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor.</p> <p>The CRD Board approved an advocacy motion in Q2 2021 to plan for long term transportation needs by maintaining and upgrading the E&N right-of-way for future use as a transportation corridor. Advocacy on this item continues at the elected official, executive and staff levels.</p>
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 ●	<p>The Government of Canada announced a further \$11.3M in federal funds (Rapid Housing Initiative) to create 46 new affordable homes in the capital region.</p> <p>Capital Region Housing Corporation (CRHC), in partnership with the CRD and the Province, began construction of 58 new units of affordable housing in Langford through the Community Housing Fund. Construction is anticipated to be complete in fall 2022. A total of 120 units were opened in 2021.</p> <p>Through Reaching Home the CRD distributed \$3.2M in funding (COVID-19 Emergency Response funding) and allocated \$1.8M and \$1.2M in funding to the Designated Communities funding stream and the Indigenous Homelessness funding stream respectively for projects in 2021/2022.</p> <p>By the end of Q1 2022, CRD had allocated \$72.2M through the Regional Housing First Program.</p>

2. CRD Planning Framework

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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
2a Climate Emergency	Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	19 20 21 22	Operationalized in Q1 2022. In Q4 2021 the CRD Board approved the new CRD Climate Action Strategy. The plan was then shared with electoral areas and municipalities, per Board direction. The CRD Board adopted Bylaw No. 4468 in Q1 2022 to amend the annual requisition for the Climate Action service to fund new initiatives recommended in this strategy.
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	Operationalized in Q1 2022. The CRD coordinated a regional contract to provide the BC Sustainable Energy Association's Cool It! Workshops in schools and continued to promote BC's home heating fuel-switching rebate program. The Bring it Home 4 Climate program was extended to Q2 2022.
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	The CRD Board approved the new Solid Waste Management Plan in Q2 2021. Staff submitted the plan to the Province for approval. A short-term solid waste workplan was approved by the Environmental Services Committee in Q3 2021. The CRD shortlisted industry submissions for the design, construction and five-year operation of a new facility that will upgrade the biogas generated at Hartland Landfill to renewal gas. Staff initiated a 'by-invitation' procurement process. Staff expect to bring the matter back to the CRD Board in Q3 2022 for final approval.
2d Regional Parks	Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy.	19 20 21 22	Operationalized in Q1 2022. Public survey and virtual open houses for the Regional Trail widening and Lighting project were completed in Q2 2021. Regional Parks acquired additional land adjacent to Mount Work Regional Park in Q2 2021. The contract for the design of the oxygenation system at Elk/Beaver Lakes was awarded in Q3 2021. Construction expected to start in Q2 2022. Through budget, the CRD Board approved the implementation of a new sustainable funding model for future regional parks land acquisitions in Q1 2022.
2e Environmental Protection	Develop model bylaws and best practices for use by municipalities and electoral areas.	19 20 21 22	The CRD shared the results of the Regional Electric Vehicle Charging Roadmap with the CRD Board and hosted a stakeholder webinar. The CRD coordinated Step Code consultation planning on behalf of municipal partners in preparation for the mandatory implementation of BC Energy Step Code in 2022.

2. CRD Planning Framework

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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
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	<p>Staff have continued outreach to First Nations that may have interest in participating in CRD committee tables. The Tsarlip First Nation nominated a councillor and alternate in Q2 2021. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems.</p> <p>Intercultural Skills Training was offered to CRD directors in Q1 2022 to support building positive, respectful and reciprocal working relationships with First Nations participating on CRD committees. Cultural Safety Training for all CRD staff was rolled out in Q1 2022.</p>
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	<p>The CRD Board endorsed the First Nations Honorarium Policy in Q2 2021.</p> <p>Work continued to establish a First Nation Economic Opportunity Portal to advance procurement opportunities and support Indigenous employment at the CRD. This includes web content developed in Q4 2021 outlining requirements and process for working with the CRD.</p> <p>The CRD sought to support First Nations in achieving their economic goal through the ongoing partnership with the Te'mexw Treaty Table the Pacheedaht Treaty Table.</p>
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	<p>Training started to support the new Protection and Conservation of Heritage Sites Policy and BC Archaeology Brand's Remote Access to Archaeological Data tool. Archeological Chance Find Training was provided to staff involved in land altering works.</p> <p>The CRD worked with Southern Gulf Island (SGI) Commissioners to support their request for the inclusion of Indigenous language place names, and territorial acknowledgements on parks signage. Regional Parks also worked with First Nations to include language and perspectives on new park kiosks.</p>
3d First Nations Ecological Asset Management	Prepare an ecological asset management plan.	19 20 21 22	<p>This initiative has been deferred to the Board Strategic check-in. Proposed change to wording as follows:</p> <p><i>Initiate ecological asset management planning that includes natural infrastructure, First Nations guiding principles, First Nations language & place names, historical uses & invasive species management.</i></p>

2. CRD Planning Framework

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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
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	Operationalized Q2 2021. The SGI Connectivity Plan was completed in Q2 2021. The report summarized current levels of connectivity in the region and provided a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report described alternatives and provided recommendations and cost estimates. SGI Electoral Area Administration continued to support third-party proposals for internet service infrastructure improvements and consider partnership agreements with Connected Coast.
4b Electoral Area Governance	Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.	19 20 21 22	Operationalized Q3 2021. The Salt Spring Island (SSI) Water Optimization Study was completed. The water improvement district is now considering options. Provincial direction may be sought in due course. Staff continue to advance governance improvements for local area commissions. Staff have advanced a request to the Province for a governance and services study grant on behalf of the Magic Lake Estates Property Owners Society (Pender Island) and are working with the SSI Electoral Area (EA) Director on exploring the feasibility of a Local Community Commission on SSI.
4c Effective response to emergencies	Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	19 20 21 22	Operationalized in Q1 2022. The CRD oversaw the transition of several contracts, systems and services in 2021: <ul style="list-style-type: none"> The Public Alert Notification System was successfully transitioned to a new provider in Q2. The system has been performing as expected since. The FireSmart program for the electoral areas was initiated in Q2 following a successful UBCM grant application. A FireSmart Coordinator was appointed in Q3. A new Emergency Management Software was implemented in Q4. The Fire Dispatch service was transitioned to a new service provider in Q4. The Policy Group of the Regional Emergency Management Partnership (REMP) met in Q3 2021 and received the annual report for information.

Continues on next page

2. CRD Planning Framework

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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
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	Operationalized Q3 2021. Reserve guidelines were established and reported back through the Finance Committee to the CRD Board on July 14th, 2021. The Guideline established a practice to assess capital reserve health and appropriate levels of borrowing to better balance costs of service delivery over time and over asset lifecycles.
4e Arts	Facilitate a discussion of the region's art facility needs and explore partnership to support 100% participation in the CRD arts function.	19 20 21 22	Referred for consideration of the new Board. The CRD Board approved an establishing bylaw for a new region-wide Performing Arts Facilities Services in Q3 2021. On the same day, the Board defeated the motion to seek approval by way of region-wide Alternative Approval Process. The CRD Board has referred the matter to the strategic planning session with the incoming board in the fall of 2022.
4f Economic Development	Explore how the CRD can best contribute to regional economic development.	19 20 21 22	Operationalized Q2 2021. The CRD continued to advance advocacy initiatives identified by the SGI and SSI community economic development commissions. The SSI Electoral Administration contract with Rural Island Economic Partnership (RIEP) is ongoing and regular reporting to the commission has been taking place as work progresses The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures.

2. CRD Planning Framework

Service Planning

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 the Committee of the Whole 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.

*September during a General Election year



2. CRD Planning Framework

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.

- Over 200 initiatives were initiated during this Board term.
- Over three quarters of the initiatives initiated have been implemented and absorbed as part of a core service adjustment (teal) or completed (grey) as a one-time initiative.
- Around a quarter of the initiatives started during this Board term are still being progressed as a one-off initiative (orange). The implementation of some multi-year, larger-scale initiatives will continue beyond the current Board term.
- A negligible number of approved initiatives have been paused due to external factors or the operational impacts of the COVID-19 pandemic, but will continue progressing as soon as circumstances allow.

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.

3. Facilitated discussion and Board direction

For discussion:

- ☐ Is progress on the Board Strategic Priorities reasonable?
- ☐ 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	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing. 	<ul style="list-style-type: none"> • We envision reduced GHG emissions, triple bottom-line solutions and progress on adaptation. 	<ul style="list-style-type: none"> • We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals. 	<ul style="list-style-type: none"> • 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, open green fields and scattered houses. A dense forest of tall evergreen trees covers the middle ground. In the background, rolling mountains are 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

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2019 - 2022 Board Priorities

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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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
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.	<div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> </div>	<p>Operationalized Q4 2021. In Q3 2021 the Capital Regional District (CRD) Board endorsed Transportation Committee recommendations to form an advisory group to coordinate transportation matters, fill transportation priority gaps and advance regional transportation priorities. The mandate for Regional Trails was added to the Transportation Committee in 2022 and removed from the Regional Parks Committee Terms of Reference.</p> <p>The Board Chair and Vice Chair have twice met with the Minister of Transportation and Infrastructure to discuss regional transportation priorities and request improved funding streams for regional active transportation infrastructure. An application has been submitted to the Federal Active Transportation Fund for regional trail improvements.</p>
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.	<div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> </div>	<p>Operationalized Q1 2021. The Province's South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor.</p> <p>The CRD Board approved an advocacy motion in Q2 2021 to plan for long term transportation needs by maintaining and upgrading the E&N right-of-way for future use as a transportation corridor. Advocacy on this item continues at the elected official, executive and staff levels.</p>
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.	<div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> </div>	<p>The Government of Canada announced a further \$11.3M in federal funds (Rapid Housing Initiative) to create 46 new affordable homes in the capital region.</p> <p>Capital Region Housing Corporation (CRHC), in partnership with the CRD and the Province, began construction of 58 new units of affordable housing in Langford through the Community Housing Fund. Construction is anticipated to be complete in fall 2022. A total of 120 units were opened in 2021.</p> <p>Through Reaching Home the CRD distributed \$3.2M in funding (COVID-19 Emergency Response funding) and allocated \$1.8M and \$1.2M in funding to the Designated Communities funding stream and the Indigenous Homelessness funding stream respectively for projects in 2021/2022.</p> <p>By the end of Q1 2022, CRD had allocated \$72.2M through the Regional Housing First Program.</p>

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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
2a Climate Emergency	Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	19 20 21 22	Operationalized in Q1 2022. In Q4 2021 the CRD Board approved the new CRD Climate Action Strategy. The plan was then shared with electoral areas and municipalities, per Board direction. The CRD Board adopted Bylaw No. 4468 in Q1 2022 to amend the annual requisition for the Climate Action service to fund new initiatives recommended in this strategy.
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	Operationalized in Q1 2022. The CRD coordinated a regional contract to provide the BC Sustainable Energy Association's Cool It! Workshops in schools and continued to promote BC's home heating fuel-switching rebate program. The Bring it Home 4 Climate program was extended to Q2 2022.
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	The CRD Board approved the new Solid Waste Management Plan in Q2 2021. Staff submitted the plan to the Province for approval. A short-term solid waste workplan was approved by the Environmental Services Committee in Q3 2021. The CRD shortlisted industry submissions for the design, construction and five-year operation of a new facility that will upgrade the biogas generated at Hartland Landfill to renewal gas. Staff initiated a 'by-invitation' procurement process. Staff expect to bring the matter back to the CRD Board in Q3 2022 for final approval.
2d Regional Parks	Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy.	19 20 21 22	Operationalized in Q1 2022. Public survey and virtual open houses for the Regional Trail widening and Lighting project were completed in Q2 2021. Regional Parks acquired additional land adjacent to Mount Work Regional Park in Q2 2021. The contract for the design of the oxygenation system at Elk/Beaver Lakes was awarded in Q3 2021. Construction expected to start in Q2 2022. Through budget, the CRD Board approved the implementation of a new sustainable funding model for future regional parks land acquisitions in Q1 2022.
2e Environmental Protection	Develop model bylaws and best practices for use by municipalities and electoral areas.	19 20 21 22	The CRD shared the results of the Regional Electric Vehicle Charging Roadmap with the CRD Board and hosted a stakeholder webinar. The CRD coordinated Step Code consultation planning on behalf of municipal partners in preparation for the mandatory implementation of BC Energy Step Code in 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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
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	<p>Staff have continued outreach to First Nations that may have interest in participating in CRD committee tables. The Tsarlip First Nation nominated a councillor and alternate in Q2 2021. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems.</p> <p>Intercultural Skills Training was offered to CRD directors in Q1 2022 to support building positive, respectful and reciprocal working relationships with First Nations participating on CRD committees. Cultural Safety Training for all CRD staff was rolled out in Q1 2022.</p>
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	<p>The CRD Board endorsed the First Nations Honorarium Policy in Q2 2021.</p> <p>Work continued to establish a First Nation Economic Opportunity Portal to advance procurement opportunities and support Indigenous employment at the CRD. This includes web content developed in Q4 2021 outlining requirements and process for working with the CRD.</p> <p>The CRD sought to support First Nations in achieving their economic goal through the ongoing partnership with the Te'mexw Treaty Table the Pacheedaht Treaty Table.</p>
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	<p>Training started to support the new Protection and Conservation of Heritage Sites Policy and BC Archaeology Brand's Remote Access to Archaeological Data tool. Archeological Chance Find Training was provided to staff involved in land altering works.</p> <p>The CRD worked with Southern Gulf Island (SGI) Commissioners to support their request for the inclusion of Indigenous language place names, and territorial acknowledgements on parks signage. Regional Parks also worked with First Nations to include language and perspectives on new park kiosks.</p>
3d First Nations Ecological Asset Management	Prepare an ecological asset management plan.	19 20 21 22	<p>This initiative has been deferred to the Board Strategic check-in. Proposed change to wording as follows:</p> <p><i>Initiate ecological asset management planning that includes natural infrastructure, First Nations guiding principles, First Nations language & place names, historical uses & invasive species management.</i></p>

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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
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	Operationalized Q2 2021. The SGI Connectivity Plan was completed in Q2 2021. The report summarized current levels of connectivity in the region and provided a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report described alternatives and provided recommendations and cost estimates. SGI Electoral Area Administration continued to support third-party proposals for internet service infrastructure improvements and consider partnership agreements with Connected Coast.
4b Electoral Area Governance	Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.	19 20 21 22	Operationalized Q3 2021. The Salt Spring Island (SSI) Water Optimization Study was completed. The water improvement district is now considering options. Provincial direction may be sought in due course. Staff continue to advance governance improvements for local area commissions. Staff have advanced a request to the Province for a governance and services study grant on behalf of the Magic Lake Estates Property Owners Society (Pender Island) and are working with the SSI Electoral Area (EA) Director on exploring the feasibility of a Local Community Commission on SSI.
4c Effective response to emergencies	Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	19 20 21 22	Operationalized in Q1 2022. The CRD oversaw the transition of several contracts, systems and services in 2021: <ul style="list-style-type: none"> • The Public Alert Notification System was successfully transitioned to a new provider in Q2. The system has been performing as expected since. • The FireSmart program for the electoral areas was initiated in Q2 following a successful UBCM grant application. A FireSmart Coordinator was appointed in Q3. • A new Emergency Management Software was implemented in Q4. • The Fire Dispatch service was transitioned to a new service provider in Q4. The Policy Group of the Regional Emergency Management Partnership (REMP) met in Q3 2021 and received the annual report for information.

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/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
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.	<div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> </div>	Operationalized Q3 2021. Reserve guidelines were established and reported back through the Finance Committee to the CRD Board on July 14, 2021. The Guideline established a practice to assess capital reserve health and appropriate levels of borrowing to better balance costs of service delivery over time and over asset lifecycles.
4e Arts	Facilitate a discussion of the region's art facility needs and explore partnership to support 100% participation in the CRD arts function.	<div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> </div>	<p>Referred for consideration of the new Board. The CRD Board approved an establishing bylaw for a new region-wide Performing Arts Facilities Services in Q3 2021. On the same day, the Board defeated the motion to seek approval by way of region-wide Alternative Approval Process.</p> <p>The CRD Board has referred the matter to the strategic planning session with the incoming Board in the fall of 2022.</p>
4f Economic Development	Explore how the CRD can best contribute to regional economic development.	<div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> </div>	<p>Operationalized Q2 2021. The CRD continued to advance advocacy initiatives identified by the SGI and SSI community economic development commissions.</p> <p>The SSI Electoral Administration contract with Rural Island Economic Partnership (RIEP) is ongoing and regular reporting to the commission has been taking place as work progresses.</p> <p>The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures.</p>

Affordable Housing	19	20	21	22
1a-1 Affordable housing per Regional Growth Strategy		IBC		
1a-2/1a-3 Housing investment through RHFP/CRHC		IBC	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	IBC
1a-11* SGI Housing Strategy			IBC	

Transportation	19	20	21	22
2a-1 Multi-modal transportation system		IBC		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		IBC
2e-4 Assess safety & quality of dock infrastructure				

First Nations Relations	19	20	21	22
3a-1 First Nations Regional Planning		IBC		
3a-2 First Nations Economic Goals		IBC	IBC	
3a-3 First Nations Collaboration		IBC		IBC
3a-4 Ecological Asset Management Plan				
3a-5 Reconciliation Action Plan		IBC	IBC	IBC
3a-6 First Nations Service Plan & Budget				

Economic Development	19	20	21	22
4a-1 High-speed internet services		IBC		IBC
4a-2 Regional economic development		IBC		
4b-1 Grants dashboard for Electoral Areas		IBC		
4b-2 Economic Development Plans for SSI		IBC		
4b-2 Economic Development Plans for SGI		IBC		

Arts & Culture	19	20	21	22
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

Implemented through 1a-2

109 units planned for 2022 & 206 units under construction

Policy framework in development for future options

Implementation of outcomes from 1a-8

Supported extension to Aboriginal Coalition to End Homelessness

Administration of new/existing agreements ongoing

Funding increased threefold to \$3.1M in 2022/23 & 2023/24

Recommendations & actions to be considered by Board for 2023

Implementation of Board-endorsed Regional Transportation Priorities

Advocacy strategy included in Regional Transportation Priorities

Provide advice and expertise to working groups

School transportation plans rolled out annually

Expanding automated bike counter network

Providing cycling and pedestrian safety grants & Constable Becket scholarship

Service establishment in planning stage

Infrastructure upgrades to be completed by end of 2022

Outreach to First Nations ongoing; alternative mechanisms proposed for government-to-government relations will be considered

Indigenous leadership program & new procurement portal

Recruitment completed

Referred to Board strategic check-in

Cultural Confidence training for all staff and directors

Service establishment to be considered through partnership agreements

Grant reporting annually through Electoral Areas Committee & Board

Work ongoing with Rural Island Economic Partnership

Work program ongoing including economic resiliency, affordable housing, food security and transportation planning

Recommendation regarding referendum on regional service deferred to strategic planning in fall

Climate Action	19	20	21	22
5a-1/5b-6/5c-2 Update Corporate & Regional Climate Action strategy		IBC	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 (LCC)			IBC	
5c-1 Regional sea level rise		IBC		

Parks & Natural Resource Management	19	20	21	22
6a-1 Regional Parks Strategy update		IBC		
6a-8* Dams, bridges and trestles capital reserves		IBC		
6a-13* Elk/Beaver Lake Aerator				IBC
6a-18* Accessibility Study				IBC
6b-1 Invasive species management		IBC		
6b-2 Environmental stewardship program		IBC		
6b-3 Environmental stewardship volunteers		IBC		
6b-4*/6g-1* Park Operations		IBC		IBC
6b-5* Mountain bike policy				
6c-1.1 EA Community Parks JdF Planning		IBC		
6c-1.2 EA Community Parks SGI Administration		IBC		
6c-1.3 EA Community Parks SSI Administration		IBC		IBC
6d-1 Engage with First Nations		IBC		
6e-1 Land Acquisition Fund renewal		IBC		
6f-1 Dog management policy framework		IBC		

Protective Services	19	20	21	22
7a-1 Regional coordination of emergency services		IBC		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 Management Program accreditation				
7a-8 EA residents emergency preparedness				
7a-10* Jordan River dam breach siren		IBC		
7a-12* Community Safety SSI Administration		IBC		
7a-13* Emergency exercise		IBC		
7b-1 Bylaw enforcement and animal control		IBC		
7c-1/7c-2 FireSmart program for EAs & Fire Compliance		IBC		IBC

Next steps

New CRD Climate Action Strategy approved in Q4 2021; recruitment progressing
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

Corporate green fleet and green buildings policies completed
RFP issued for design and construction of new RNG facility at Hartland

Cancelled due to lack of fuel availability
Guidelines advanced & LCC tool in development

Final strategic plan draft to be presented in Q3 2022

Installation completion expected in Q3 2022
Scheduled for summer 2022

Within core service delivery, program continues to evolve
Recruitment progressing; operations ongoing
Guidelines adopted in Q2 2021

Drake Road Trail upgrade complete; planning for Brinkworthy Trail ongoing
Vacancy repurposed for First Nations Cultural Interpreter

New Emergency Management software deployed

New contract has been awarded

Not supported by fire chiefs, work deferred by PTPSC

Deferred due to COVID-19 pandemic

Ongoing, connectivity challenges delaying full functionality

Electoral approval not obtained

Functional exercise, delayed by COVID-19, to be held in Q3 2022

Delivery of public information program ongoing; Fire departments have transitioned to improved regional Fire Dispatch

PROGRESS UPDATE (2022)

CRD CORPORATE PLAN 2019-2022

Appendix C

Core service
adjustments

New initiative
or program

On hold/no
action

Completed

* NEW – Not in Corporate Plan

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	IBC
8a-1.4 Biosolids Research				IBC
8a-1.5 Lab Services (CAWTP)				IBC
8a-2 Stormwater contaminant sources		IBC		

Landfill & Recycling

9a-1 Resource recovery and waste reduction		IBC	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		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		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	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 monitoring		IBC		
10d-3* Watershed hydrology monitoring		IBC	IBC	IBC
10d-4* SSI watershed protection		IBC		
10e-1* Contracts Coordinator				IBC

Planning & Development

11a-1 Regional Growth Strategy (RGS) update		IBC		
11a-2 Regional context statements		IBC		
11a-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		
11c-2* Building Inspection Information Service				IBC
11d-1 New development application review JdF Planning				

Next steps

Update of LWMP underway

Development of custom inflow & infiltration plans

Recruitment completed

Recruitment completed

Progressing initiatives with execution of new Solid Waste Management Plan

Solid Waste Management Plan completed; recruitment completed

Market for some commodities very strong (e.g. metals)

Planning in place to extend landfill life to 2100, recruitment completed

Directed to use existing Vancouver Island organics processing capacity

Infrastructure improvements & education/coordination ongoing

Infrastructure renewal programs ongoing, recruitment progressing

Annual progress report on initiatives presented in the fall

Conversion completed and operations hours/capacity increased

Rate review/model options RFP closed and contract award in Q2 2022

Regional Water Master Plan update will be completed in 2022

Manage contract for hydromet station maintenance & upgrade

Recruitment completed

Report published annually in the fall

Next phase of Foodlands Access Service work ongoing

Staffing adjustment completed

PROGRESS UPDATE (2022)

CRD CORPORATE PLAN 2019-2022

Appendix C

Core service
adjustments

New initiative
or program

On hold/no
action

Completed

* NEW – Not in Corporate Plan

Recreation

	19	20	21	22
13a-1.1/6* Recreational Programming & Rates - Panorama		IBC		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 – SGI Admin.		IBC		
13a-1.5 Recreational Programming & Rates – SSI Admin.		IBC		IBC
13a-2* Sun River Sport Box				IBC

Health Facilities

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

Accountability

15a-1 EA strategy and operations SSI Administration		IBC		
15a-1* Commission review			IBC	
15b-1 Triple-bottom-line budgeting		IBC	IBC	
15b-2 Asset management and risk analysis		IBC	IBC	IBC
15b-2.2* Grant Support				IBC
15c-1.2* Facilities Management position formalization			IBC	
15c-1.3 Diversity, inclusion & organizational development			IBC	
15c-1.4 Human Resource Information System (HRIS)				IBC
15c-1.5 Safety Management System				IBC
15c-2* SGI-CRD liaison program		IBC		
15d-1 Service planning & key performance indicators		IBC		IBC
15d-1.2* Graphic Standards update			IBC	
15d-2* Electoral Areas Elections				IBC
15e-1 Partnership directory		IBC		
15f-1.0 Systems + Policies – Bylaw management system		IBC		
15f-1.1/15f-1.6 Systems + Policies – Contracts database		IBC		
15f-1.3 Systems + Policies – EDRMS		IBC		IBC
15f-1.4 Systems + Policies – HR & Corporate Safety systems		IBC		
15f-1.4* IT support for Hartland 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-1.7 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	

Next steps

Updated annually; preschool program now operational (2022)

Updated annually

Updated annually; recruitment (2021) delayed by COVID-19

Updated annually

Updated annually; fees and policies approved & new programs implementation underway

Scheduled to open Q2 2022

Capital project based work with Island Health; recruitment (2021) deferred

Public health bylaw enforcement work ongoing

Coordination of Regional Outcome Monitoring data ongoing

Discussion paper with options in development

Review underway

Revision to Investment Policy to align with new MFA principles, operating reserve guidelines

Enhancements to planning and decision-making processes underway

Optimizing processes to reduce cost of delivery, improve efficacy of investment

Project scope and charter under development

Project scope and charter under development

Project charter under development

Planning for 2023-2026 Board Orientation & Strategic Planning

Completed in Q1 2022

General Election day taking place October 15, 2022

Partnership directory & guidelines in place

Exploring combined implementation for two initiatives

Strategy/implementation plan received, implementation to start in 2022

Comprehensive signage strategy completed

Expected completion in 2022

Website refresh launch expected in next few years

Progressing system upgrade implementation prerequisites and business processes remediation ahead of system migration

PROGRESS UPDATE (2022) CRD CORPORATE PLAN 2019-2022

Appendix C

Core service
adjustments

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Accountability (continued)	19	20	21	22	Next steps
15f-1.11 Information Security Program		IBC		IBC	
15f-1.14 Digital Comms Governance and Support Svs				IBC	Progressing, recruitment completed
15f-1.15* Freedom of Information & Privacy		IBC		IBC	Recruitment progressing
15f-1.16* Corporate Safety Resourcing		IBC			Recruitment completed
15f-1.17 Corporate Accounting Standard Compliance				IBC	Planned for Q2 2022
15f-1.18 Regional Orthophotography Data				IBC	
15f-1.21* Associate Legal Counsel				IBC	Recruitment progressing
15f-1.23* Legislative Services Support				IBC	Recruitment completed
15f-1.24* Executive Services Departmental Support				IBC	Recruitment completed

Acronyms used in this report

CAWTP	Core Area Wastewater Treatment Project
CRD	Capital Regional District
CRHC	Capital Region Housing Corporation
EDRMS	Electronic Document & Records Management System
HR	Human Resources (CRD division)
GHG	Greenhouse Gas
IT	Information Technology (CRD division)
IWS	Integrated Water Services
JdF	Juan de Fuca
LWMP	Liquid Waste Management Plan
MFA	Municipal Finance Authority of BC
PTPSC	Protective, Transportation and Protective Services Committee
RFP	Request for Proposal
RHFP	Regional Housing First Program
RNG	Renewal Natural Gas
SGI	Southern Gulf Islands
SSI	Salt Spring Island

* NEW – Not in Corporate Plan

REPORT TO COMMITTEE OF THE WHOLE MEETING OF WEDNESDAY, MAY 11, 2022

SUBJECT **Board Orientation and Strategic Plan 2023-2027**

ISSUE SUMMARY

To provide an overview of the Capital Regional District (CRD) Board orientation and strategic planning timeline for the incoming CRD Board of Directors for the 2022-2026 term of office.

BACKGROUND

The 2022 General Local Election is taking place on October 15, 2022. The CRD inaugural Board meeting is scheduled for November 16, 2022. At this meeting, a new CRD Board of Directors will be sworn in and the new Board Chair and Vice-Chair will be elected. Most municipal appointments to the CRD Board will take place at each member municipal council inaugural meeting, scheduled in the first 10 days of November.

Through provisional budget last fall, the Board approved an initiative (15d-1) to facilitate a Board orientation with the new Board of Directors in 2022. This will be followed by a strategic planning process through which the CRD will support directors in identifying the new Board Strategic Priorities and develop the organizational response (CRD Corporate Plan).

Orientation will start the morning of the inaugural CRD Board meeting. It is a comprehensive program of events to provide directors with the foundational knowledge required to participate meaningfully and successfully in decision-making. Subjects covered include procedural responsibilities, protocols, differences in decision-making at municipal and regional tables, roles and responsibilities of directors and staff, CRD services, programs and administration, and the corporate planning framework. The formal orientation program will be supplemented by a series of 'Lunch and Learns' on a range of complementary topics. The lunch and learns will introduce new directors to the CRD and support existing directors with a knowledge refresh.

Orientation will be followed by two strategic priority-setting sessions. The objective of this strategic planning work is to confirm the Board's long-term organizational vision and set priorities for supporting organizational activities. The cyclical planning process considers mandated service delivery responsibilities, core service priorities and long-term corporate direction, as well as external influences such as the economy, climate change, shifting demographics and social conditions. The 2019-2022 CRD Board Strategic Priorities and Corporate Plan were prepared in early 2019, based on input from two facilitator-led planning sessions. CRD staff handled the logistics, background research and preparation of the final document. A similar approach will be followed in 2022.

A high-level view of the proposed timeline is available in Appendix A.

ALTERNATIVES

Alternative 1

The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.

Alternative 2

That the Board Orientation and Strategic Plan 2023-2027 report be referred back to staff for further information based on Committee of the Whole direction.

IMPLICATIONS

Intergovernmental Implications

Board orientation and strategic planning sessions will be scheduled intermittently on Wednesdays between November 16, 2022 and January 25, 2023. All Wednesdays are traditionally held for directors for CRD business.

In advance of the election, correspondence will be sent to Corporate Officers of the member municipalities to advise of the 2022 Board orientation and dates will be provided in advance of the election to reduce the number of conflicts with municipal orientation activities.

Electoral Area (EA) directors and alternates require additional support from the CRD staff for service delivery in the EAs. For this reason, a separate session dedicated entirely to the EA services will be scheduled for November 9, 2022. CRD staff will be directly in contact with EA directors regarding the orientation schedule.

Financial Implications

A budget of \$63,000 was approved in the financial plan for this work. This budget will provide for facilities, catering, any contract costs, and collateral development to support the events and publication of the Board Strategic Priorities and CRD Corporate Plan.

Alignment with Board & Corporate Priorities

Board orientation and strategic planning is the first step in the CRD's four-year corporate planning and reporting framework. The outputs of this work—the Board Strategic Priorities and CRD Corporate Plan—set the direction for work and initiatives undertaken in the subsequent four years.

Alignment with Existing Plans & Strategies

A number of core regional and sub-regional strategic plans have been progressed over this Board term (e.g., Climate Action Strategy, Regional Parks Strategic Plan). These strategic documents set the operational direction for key regional and sub-regional services while taking into account regional trends, such as growth in regional population and demand for services. The timeframes covered by the strategic plans continue beyond the current Board term and will inform the CRD's corporate response to the incoming Board's direction.

CONCLUSION

The new Board of Directors will be sworn in on Wednesday, November 16, 2022. Board orientation sessions will be scheduled to provide necessary information to the new Board of Directors. This will be followed by a strategic planning process to crystalize the Board's vision for the future of the region.

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.

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

ATTACHMENT

Appendix A: CRD Board Orientation and Strategic Planning Timeline (2022)



Making a difference...together

Agenda

Board Orientation & Strategic Plan 2023-2027

Schedule–2022-26 Board of Directors

Capital Regional District (CRD), Capital Region Housing Corporation (CRHC) Board and
Capital Regional Hospital District (CRHD) Board

*****Please hold all Wednesdays for CRD business*****

Date	Activity	Location
OCTOBER		
15	General Election day	-
19 & 26	Joint Council Orientation Session, hosted by Township of Esquimalt	Gorge Park Pavilion
NOVEMBER		
1-10	Inaugural Council meetings <i>Appointment of CRD Directors and Alternates</i>	-
9	Electoral Area Directors Orientation	TBC
16	Orientation Session A: Roles and Responsibilities (AM)	Fisgard
	CRD Board group photography <i>Individual portraits 7:30-9am and during lunch</i>	Fisgard
	Inaugural CRHC, CRHD and CRD Board meetings @ 1pm <i>Swearing in of new CRD Board & Alternates, Election of Chairs and Vice-Chairs</i>	Fisgard
23	Orientation Session B: Operations and Administration (AM)	Fisgard
	Service Lunch & Learn 1	TBC
	Electoral Area Directors Strategic Planning Session (PM)	TBC
30	Orientation Session C: Introduction to Corporate Planning and Regional Strategies (AM)	Fisgard
	1 st Strategic Planning Session (PM) <i>Objectives explorations</i>	TBC
	Service Lunch & Learn 2	TBC
DECEMBER		
7	Service Lunch & Learn 3	TBC
14	Service Lunch & Learn 4	TBC
	CRHC, CRHD and CRD Board meetings @ 1pm	Fisgard

JANUARY		
11	Service Lunch & Learn 5	TBC
	CRHC, CRHD and CRD Board meetings @ 1pm	Fisgard
Date	Activity	Location
25	Service Lunch & Learn 6	TBC
	2 nd Strategic Planning Session (PM) <i>Prioritization</i>	TBC
MARCH		
8	CRHC, CRHD and CRD Board <i>Adoption of Board Strategic Priorities</i>	Fisgard
APRIL		
12	CRHC, CRHD and CRD Board <i>Finalization of CRD Corporate Plan 2023-27</i>	Fisgard

Possible lunch and learn topics **could** include:

- Electoral Areas, Emergency Management, Building Inspection
- Regional Parks, Environmental Protection, Environmental Resource Management
- First Nations Relations
- Climate Action
- Health and Capital Planning, Regional Housing, Regional Planning
- Water Infrastructure Operations, Watershed Protection, Wastewater Infrastructure Operations
- Arts and Culture
- Recreation Facilities