

14

Advocacy



Effective and coordinated advocacy

01 Strategy

STRATEGIES & PLANS

- › [Advocacy Strategy for the Capital Regional District](#)

CORPORATE PLAN GOALS

- 14a Influence regional issues & advocate in a consistent, focused way that aligns with the Board Priorities

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2026

1. Continued to advance advocacy on Board Strategic Priorities and other Board and operational issues that arose during the year.
2. Created a separate Electoral Areas Advocacy Dashboard to highlight and track advocacy specific to the three electoral areas which now forms part of the CAO Quarterly Report to the Board.
3. Board Chair and CAO met with MLA Grace Lore on January 23, 2026.
4. Board Chair and CAO met with MLA Dana Lajeunesse on April 7, 2026, with MLA Rob Botterell on April 28, 2026, and with MLA Ravi Parmar on June 30, 2026, to discuss the 2026 BC Provincial Budget.
5. Board Chair and the CAO met with the Minister of Indigenous Relations and Reconciliation on April 27, 2026, to discuss Impact Benefit Agreements with First Nations.
6. Board Chair and the CAO met with the Minister of Housing and Municipal Affairs on May 28, 2026, to discuss the Mount Tolmie Project.
7. Secured a meeting with the Minister of Transportation and Transit to discuss advancing integrated regional multimodal transportation governance at UBCM in September 2026.
8. Secured a meeting with the Minister of Indigenous Relations and Reconciliation to discuss roles and responsibilities regarding First Nation requests for Impact Benefit Agreements and other compensation at UBCM in September 2026.
9. Secured a meeting with Ministry of Transportation and Transit staff at UBCM in September 2026 to discuss rural transportation infrastructure, road maintenance and active transportation relating to the CRD Electoral Areas.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2027 AND BEYOND

- By definition, positive outcomes of advocacy are almost entirely dependent on third parties acting in ways that we believe will benefit the region.
- A successful advocacy strategy is targeted, focused, and requires message discipline and consistency. Those we are advocating to must understand what our priorities are and that we are committed to advancing them.
- To be effective in gaining the support of senior orders of government, local government, and partners, the Priorities agreed to by the Board will remain the foundation of the Advocacy Strategy, unless updated by the Board annually, or supplemented by resolutions of the Board to advocate on specific initiatives. The Board Priorities are organized under five themes with defined initiatives and desired outcomes.
- While the Board is within its rights to advocate on matters that are outside of the CRD's service or legislated mandate, a lack of subject matter expertise internally can create significant challenges in putting together content to support advocacy efforts.
- Given the increasingly competitive funding environment, advocacy efforts should be evidence-based, aligned with broader government priorities, and focused on initiatives that advance clear regional outcomes.

- Advocacy is often most effective when pursued in partnership with local governments, First Nations, and other regional partners.
- The current fiscal and economic environment requires governments to make increasingly difficult investment decisions. Advocacy efforts must clearly demonstrate alignment with senior government priorities and a compelling return on investment in order to compete successfully for limited funding and policy attention.
- Advocacy initiatives that align with the priorities of the provincial and federal government (housing, infrastructural renewal, climate resilience) are more likely to gain traction and support.

OPERATIONAL STATISTICS

Year	Outgoing letters	Responses received	Meetings in response
2023	42	8	1
2024	25	7	2
2025	45	10	7
2026 (to date)	39	7	6

Details are updated quarterly in the [Advocacy Dashboard](#) and presented as part of the Chief Administrative Officer Quarterly Report to the CRD Board.

04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

SERVICE BUDGET REFERENCES¹

- › 1.014 CAO and Executive Services
- › 1.118 Corporate Communications & Engagement
- › 1.011 Board Expenditures

1. EXECUTIVE SERVICES

Description

Includes the Office of the CAO and Executive Operations, Corporate Communications & Engagement, People, Safety & Culture, Strategic Planning and Corporate Administration. Under the direction of the CAO, Executive Services:

What you can expect from us

- ▶ Provide overall management of CRD departments and programs, foster relationships, and submit recommendations and progress reporting to the Board.
- ▶ Provide Board Chair and Board support.

Staffing Complement

Executive Operations division
Corporate Communications & Engagement division

2. ADVOCACY SUPPORT

Description

The Board may act on any advocacy topic where it feels there is a regional interest or to support a local interest in collaboration with Electoral Area Directors. An Advocacy Strategy was developed in 2019 and updated in 2023 to assist the Board to be effective at gaining the support of other orders of government and partners. The Board Strategic Priorities are the foundation for Board advocacy. The process for adding to those is by Board resolution with follow-up actions typically directed through the Board Chair, CAO, or Executive Leadership Team. The Board Chair may ask for the support of other Directors or staff to assist with efforts based on relationships, expertise, and experience. A commitment has been made to update the CRD Advocacy Strategy in Q4, 2026 and to include the next CRD Board's set of Strategic Priorities.

¹ Service budget(s) listed may fund other services

What you can expect from us

- ▶ Oversee the preparation of technical information briefs for the CAO and/or Board Chair.
- ▶ Coordinate outreach including, but not limited to, correspondence and meetings.
- ▶ Coordinate participation and outreach at the Union of BC Municipalities Convention (UBCM).
- ▶ Coordinate and submit CRD Board Resolutions to the Association of Vancouver Island and Coastal Communities (AVICC) as directed.
- ▶ Coordinate and submit CRD Board feedback to the Provincial Standing Committee on Private Bills and Private Members' Bills as directed.
- ▶ Track responses in the [Advocacy Dashboard](#) and [Electoral Areas Advocacy Dashboard](#) which transparently report on advocacy activities undertaken and are presented to the CRD Board as part of the Chief Administrative Officer Quarterly Report.

Staffing Complement

This work is incorporated into the existing workplans of the Senior Manager, Corporate Communications & Engagement and Chief of Staff.

05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs). For an overview of the financial impacts, including cost of staffing, please refer to the Provisional Budget report.

Initiative	Implementation year(s)
14a-1 Work collaboratively to address multi-jurisdictional issues that impact residents' wellbeing in alignment with the Board Priorities	Ongoing

06 Performance

◀ GOAL 14A: INFLUENCE REGIONAL ISSUES & ADVOCATE IN A CONSISTENT, FOCUSED WAY THAT ALIGNS WITH THE BOARD PRIORITIES

Targets & Benchmarks

The CRD has a well-structured Advocacy Strategy that outlines the approach and maintains an Advocacy Dashboard keeping detailed records of all meetings, letters, phone calls documenting the advocacy initiatives discussed. The Advocacy Dashboard and Electoral Areas Advocacy Dashboard are public facing documents that are updated regularly and shared with the CRD Board through the Chief Administrative Officer's Quarterly Report.

While policy change or funding commitments may be the ultimate objective of an advocacy initiative, progress is often demonstrated through outcomes such as securing meetings with decision-makers, increasing awareness of regional issues, or establishing the CRD as a trusted partner. Long-term relationships with elected officials, local governments, First Nations, and partner organizations are a critical component of successful advocacy. Maintaining and strengthening these relationships is an important outcome and can create opportunities for future success.

Achieving a provincial or federal policy change or senior government action through regional district advocacy can be a slow and incremental process although worthwhile. Advocacy efforts may take years to yield results making it challenging to attribute specific outcomes to advocacy. Establishing a direct causal link between advocacy efforts and policy changes can be complicated as other factors such as public opinion, election outcomes or external events can influence policy decisions. Response levels to specific requests are unpredictable and often dependent on ministry approach and the immediate priorities of senior orders of government. Measuring the success of advocacy efforts can be difficult for local government and regional districts as they are often more nuanced and subjective.

For these reasons, a specific outcome-based performance target has not been identified. However, advocacy efforts can be evaluated through a combination of qualitative assessments and activity-based indicators, including engagement with decision-makers, advancement of Board Priorities, collaboration with regional partners, and evidence that CRD priorities are being reflected in provincial and federal government discussions resulting in policy development and funding programs. Recognizing that advocacy is often a long-term endeavour, performance should be considered in terms of both progress and outcomes.

07 Business Model

PARTICIPANTS	All municipalities and electoral areas
FUNDING SOURCES	Requisition
GOVERNANCE	<u>Capital Regional District Board</u>