



# Capital Regional District

2023-2026 Board Priorities – Progress Report

APRIL 2025

## 2023-2026 Board Priorities – Progress Report (2025)

The CRD undertakes a planning process at the outset of each new Board term of office. Through this process, the 2023-2026 Capital Regional District (CRD) Board of Directors set the strategic course for the CRD for the Board term. This direction was captured in the form of a long-term vision and a set of Board priorities for supporting organizational activities. The CRD mission statement was also revised in 2023.

The 2023-2026 CRD Board Priorities were approved by the Board in March 2023. The priorities were carefully selected to enact the Board’s vision for building a **livable, affordable and equitable region**. They highlight a wide-ranging set of activities 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. The Board priorities are advanced alongside other CRD services, mandated and/or regulated, and programs.

### Reporting on progress made

The CRD Board meets annually in the spring to review progress made on advancing the Board Priorities and confirm the direction for the following year.

This progress report captures the key deliverables and milestones achieved in 2024 while advancing the 2023-2026 Board priorities.

#### Legend

- In progress
- Delayed/an issue has emerged
- Completed and/or operationalized
- On hold
- (blank) Not started



## Transportation

*Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.*

1a Improve regional connectivity and safety across transportation modes	2023	2024	2025	2026
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### ACHIEVEMENTS IN 2024:

- The Traffic Safety Commission completed research on micromobility and delivered a report to the CRD Board in March. The CRD Board Chair subsequently sent correspondence to the provincial government in April advocating for amendments to the *Motor Vehicle Act* to allow mobility aids and micromobility devices to operate in bike lanes.
- In response to changes in the types and volumes of trail users, including the increasing presence of motor-assisted personal mobility devices, the CRD Board also directed staff in July to advance interim options to enhance safety on multi-use trails. These options include augmenting the signage program on the regional trails that reinforce legal requirements and courtesy protocols (i.e. speeds, passing with courtesy, etc.). A consultant was engaged to provide comprehensive recommendations to further enhance safety on the CRD's multi-use trails. The report is expected in 2025.
- The Traffic Safety Commission received a presentation of findings related to the evaluation of the PARTY (Prevent Alcohol Risk Related Trauma in Youth) program in September. The program is a one-day injury awareness and prevention program for youth ages 15 and older that has been operating since 1986. Initial results suggest the online program (since the pandemic) has been effective.

1b Support investments, expansion and equitable access to active and low carbon transportation	2023	2024	2025	2026
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### ACHIEVEMENTS IN 2024:

- In March, grant funding from the province was confirmed to support the development of the Juan de Fuca Active Transportation Network Plan. A consultant was engaged, and the plan will be completed by mid-2025.
- Early works on the Regional Trestles Renewal, Trails Widening and Lighting project were initiated. Critical repairs to the Selkirk Trestle began in November 2024 and will be completed in April 2025, enabling the future work to widen and light the deck. An options analysis for the Swan Lake and Brett Ave trestles was conducted and completed in January 2025. An engineering firm was contracted for four years to complete detailed design and construction administration services for trail widening and lighting. Consultations with key interest holders, including the Accessibility Advisory Committee, Capital Bike, and the Traffic Safety Commission, took place in March 2025, and a major federal grant application was submitted in February of 2025.

1b Support investments, expansion and equitable access to active and low carbon transportation	2023	2024	2025	2026
<ul style="list-style-type: none"> <li>• In April, the CRD accessed approximately \$6.3 million in grant funding from the federal and provincial Investing in Canadian Infrastructure Program and Clean BC Communities Fund to install around 600 public Electric Vehicle (EV) charging stations in around 80 public locations across the Capital Region. In 2024, installed 11 public EV chargers at eight municipal sites and facilitated grant funding for 136 additional public chargers on behalf of the City of Victoria. Staff advanced planning and procurement for remaining sites.</li> <li>• The CRD collaborated with BC Hydro and municipal partners, as per a Memorandum of Understanding, to advance key priorities related to EV charging infrastructure and policies across the region, resulting in the identification of over a dozen potential public fast-charging sites, detailed design for multiple locations with planned construction in 2025, and one site fully installed in 2024.</li> <li>• In December, two EV charging stations were installed at Elk/Beaver Lake Regional Park near Beaver Beach. Adding EV chargers in high-visitation regional parks is a priority identified in the CRD Regional Parks and Trails Strategic Plan 2022-32 and contributes to reducing the region's greenhouse gas emissions.</li> <li>• The Mayne Island Regional Trail, a 2.3km, two-way gravel surfaced trail that connects the Village Bay ferry terminal to Miners Bay village, opened to the public in October. Construction on this purpose-built, safe active transportation route started in 2022. The project was funded through the CRD's regional parks service, with additional federal and provincial grant funding.</li> <li>• The first phase of the Schooner Way Trail project on Pender Island was initiated after securing funding from the BC Active Transportation Fund. This section of the multi-use trail will connect Danny Martin Ballpark to the Pender School when completed in 2025. Once the three phases of the project are delivered, the Schooner Way Trail will tie into the planned Gulf Islands Regional Trail, which will run from Otter Bay ferry to the Driftwood Centre, and onwards to South Pender.</li> <li>• The Salt Spring Island Local Community Commission and the Ganges Harbourwalk Steering Committee advanced the Ganges Harbourwalk Project. Conceptual designs were developed in consultation with First Nations and interest holders.</li> <li>• The Ready Step Roll program, which promotes sustainable school trip planning, worked with six schools in the fall of 2024 and developed bespoke action plans for each school.</li> <li>• Over the course of 2024, regular maintenance projects were completed on the Regional Trails including works on the Galloping Goose Regional Trail at Talcott Road, and Hospital Way. A capital project was also initiated for full-depth refurbishment of the Lochside Regional Trail at Weiler Road.</li> </ul>	●	●	●	

1c Present options for changes in governance for transportation in the region, including the Electoral Areas	2023	2024	2025	2026
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**ACHIEVEMENTS IN 2024:**

- In March, a consultant was engaged to advance a service feasibility study for the regional transportation initiative (“Base Governance and Operating Model for a Regional Transportation Service”). The CRD Board received an executive summary of this report in September, and the complete report is expected in mid-2025.
- In May, a regional transportation workshop was held with local governments, agency partners, and First Nations to gather input on service categories for establishing a regional transportation service. The workshop outcomes and next steps were presented to the CRD Board in July.
- The CRD met with W̱SÁNEC Leadership Council regarding the regional transportation governance initiative and First Nations participated in the transportation workshop in May.
- In September, the CRD Board introduced the Regional Transportation Service Establishment Bylaw, read it for the first, second and third time, and directed staff to forward it to the Inspector of Municipalities for approval. It also directed staff to obtain approval from participating areas through a regional alternative approval process, which as been scheduled for spring 2025.



## Housing

*Residents have access to affordable housing that enhances livability.*

### 2a Increase supply of affordable, inclusive and adequate housing in the region

2023 2024 2025 2026



#### ACHIEVEMENTS IN 2024:

- Throughout 2024, the CRD continued to make progress on several housing projects, which are at various stages of (re)development and/or construction, to increase the CRHC's housing stock. They included:
  - **Campus View**, an existing 12-unit CRHC townhouse complex located in the Gordon Head neighbourhood of Saanich will see the number of homes increase to 119.
  - **Village on the Green** in Victoria, which will increase the number of homes from 38 to 160.
  - **Caledonia**, a redevelopment in Victoria's Fernwood neighbourhood that will increase the number of homes onsite from 26 to 158.
  - **Pandora**, a partnership with the City of Victoria and BC Housing to deliver 158 CRHC-owned homes above BC Housing owned supportive housing and City of Victoria owned community programming space.
- In addition, the CRD continued ongoing work to complete a full building envelop remediation to **Carey Lane**, as well as upgrades to the ventilation, heating, and cooling systems.
- In February, the CRD Board approved an increase to the **borrowing authority** of the Land Assembly, Housing and Land Banking service of \$85 million. The change was adopted after receiving approval of the electors through a regional alternative approval process.
- In March, the CRHC received financial support from the provincial government through the Community Housing Fund for four affordable rental projects. This announcement is expected to advance 593 new homes, including:
  - **1183 Verdier Avenue in Central Saanich** – the CRD accepted an offer to purchase **1183 Verdier Avenue** in March to add 110 affordable homes in Brentwood Bay Village. This mixed-use development will include new homes and a 2,000 square feet commercial space which it proposes to use as a daycare, to provide additional benefits to the local community.
  - **3950 Cedar Hill Road in Saanich** – the District of Saanich and the CRHC partnered to redevelop the Nellie McClung Library and advance a new mixed-used development that will include a larger library and 200 affordable rental homes.
  - **Two additional projects in Greater Victoria** that will provide approximately 186 and 97 new homes at two additional sites.

2a Increase supply of affordable, inclusive and adequate housing in the region	2023	2024	2025	2026
<ul style="list-style-type: none"> <li>In July, the CRD announced that it was designing a <b>Rural Housing Program pilot project</b> for the Southern Gulf Islands and Salt Spring Island Electoral Areas. The goals of the pilot are to move to address affordable housing needs in rural areas and smaller communities, with the understanding that solutions to the housing crisis need to look different in these communities.</li> <li>Also in July, the CRD announced that it had acquired a property on Galiano Island for the proposed <b>Thuthiqut Hulelum' Housing Project</b> ("Forest Homes"). Once complete, the project will advance 20 rental units aimed at enhancing the islands affordable living options. Under the terms of the purchase agreement, the Galiano Affordable Living Initiative Society, a non-profit charity, will be the project operator once the complex is operational.</li> <li><b>Michigan Square</b>, which is operated by the CRHC, opened in September adding 97 new rental homes for families, seniors, and individuals with low to moderate incomes. This redevelopment replaced 53 aging apartments on the same site and provides affordable, secure homes.</li> </ul>	●	●	●	



## Climate Action & Environment

*Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.*

### 3a Maximize solid waste diversion and resource recovery from waste material

2023 2024 2025 2026

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#### ACHIEVEMENTS IN 2024:

- In December 2023, the Capital Regional District (CRD) Board passed a motion to adopt bylaw amendments, to come into effect in two phases in 2024 at Hartland Landfill. In January 2024, staff launched Phase 1 which included a ban on clean wood waste, changes to the tipping fee structure, introduction of the waste stream collector incentive program, increases in fine rates, reductions for early payment of fines and introduction of an education and warning ticket program. In July, Phase 2 was successfully launched which included further landfill bans on treated wood waste, asphalt shingles and further changes to the tipping fee structure.
- In June, the CRD Board directed staff to engage DLs Bins to construct and operate a material diversion transfer station and to initiate consultation on policies to regulate the flow of solid waste within the Capital Region. Construction started in the fall.
- Beginning on June 15, Hartland Landfill operating hours were increased by three hours on Saturdays for a one-year pilot. The expanded hours were designed to make recycling and waste disposal easier and more accessible, while reducing wait times for site access.
- The CRD advanced three surveys over the summer to explore residents' and businesses' attitudes and common practices towards waste management. The results of the survey were released in January 2025 and provided actionable feedback which will help guide initiatives over the next three years.

### 3b Explore options for a regional approach to biodiversity and the protection of ecological assets

2023 2024 2025 2026



#### ACHIEVEMENTS IN 2024:

- In December 2023, the CRD Board introduced the Regional Coordination of Biodiversity and Environmental Stewardship Bylaw, read it for the first, second and third time, and directed staff to forward it to the Inspector of Municipalities for approval. It also directed staff to obtain approval from participating areas through a regional alternative approval process.
- In November, the CRD began the regional Alternative Approval Process to seek approval of the electors for the establishment of a Biodiversity and Environmental Stewardship Service. The results of this process were presented to the CRD Board, and the bylaw was adopted in February 2025.
- The service allows the CRD to take a regional approach to the preservation of regional biodiversity and protection of natural assets. Working in partnership with municipalities, First Nations, large landowners, other government agencies and stewardship groups, this service enables the CRD to protect, restore and enhance key biodiverse habitats and ecological assets and to minimize and manage the impacts of stressors and problem species.

### 3c Increase resilience, community and adaptation planning to address climate related risks and disasters

2023 2024 2025 2026



#### ACHIEVEMENTS IN 2024:

- In April, the updated Climate Projections for the Capital Region report was published, and the new Extreme Heat Information portal was launched. Both were shared with First Nations, local government and partners. The Extreme Heat Information portal aims to help residents and community planners explore and understand the Capital Region's vulnerability and exposure to extreme heat. Information about both tools was shared through a local inter-municipal, inter-agency staff workshop in the spring and through a presentation to the Highlands Council in July. The updated Climate Projections and related data were also presented in November to a joint meeting of the Gorge Waterway Initiative, Bowker Creek Initiative, and Esquimalt Lagoon Stewardship Initiative in partnership with the Pacific Climate Impacts Consortium, and in December at the Regional Emergency Management Partnership (REMP) Climate Change Forum.
- Throughout the year, staff submitted several grant applications to the Union of BC Municipalities. In April, they applied for a grant to conduct a consolidated risk assessment for the electoral areas, and in June, they applied for a grant to increase electoral areas community wildfire resiliency activities (FireSmart Community Funding & Supports). The risk assessment grant was confirmed as successful in the fall, and work started shortly thereafter.

3c Increase resilience, community and adaptation planning to address climate related risks and disasters	2023	2024	2025	2026
<ul style="list-style-type: none"> <li>• The CRD also secured a one-time federal grant from Energy Resource Canada in 2025 to establish a multi-year, region-wide wildfire mitigation and resilience forum bringing together all levels of government, Indigenous Peoples, public and private sectors, and Individuals.</li> <li>• In August, the CRD applied to the Green Municipal Fund's Local Leadership for Climate Adaptation – Capacity Development Partner Grants to fund a regional initiative to enhance capacity and coordination among local governments and First Nations in the region to plan for and respond to current and projected climate risks. The funding was confirmed in early 2025.</li> <li>• Over the course of 2024, staff conducted in-person community speaking engagements to present on wildfire risk, seasonal outlook, FireSmart, evacuations, etc. (Pender Island, Mayne Island, Saturna Island, Galiano Island, Salt Spring Island). Staff also offered several Emergency Operations Centres related training.</li> <li>• On July 22, 2024, a wildfire (Old Man Lake Wildfire) broke out near Sooke Potholes and quickly spread, leading to the closure of several CRD regional parks and the identification of emergency containment lines between the fire and the watershed. Emergency crews worked tirelessly to respond to this incident and, thanks to their heroic efforts, the CRD was able to start the gradual reopening of trails and parks in the area on August 15. The CRD remains deeply grateful to all who were involved in the response to this incident, including the BC Wildfire Service, the District of Sooke staff and firefighters, the Sooke RCMP, T'Sou-ke First Nation, CRD staff, and all others involved. An After-Action Report was prepared in the fall to identify opportunities to better prepare for and respond to wildfires within the Capital Region in future.</li> <li>• Advanced multiple initiatives to incorporate climate impacts in risk assessments and infrastructure upgrades in the Greater Victoria Supply Area, including factoring climate projections into bridge designs, and climate and stream flow inputs in reservoir management model.</li> </ul>	●	●	●	

3d Support energy efficient and low carbon buildings across the region	2023	2024	2025	2026
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**ACHIEVEMENTS IN 2024:**

- Throughout the year, the CRD continued to implement the Home Energy Navigator Program. Staff worked with municipal partners to promote the program via direct mailers, community outreach events (e.g., Victoria Home Show) and advertisements online and in newspapers. The marketing strategies were refined through focus group research to ensure the approach remains impactful.
- Staff continued to support municipalities in their considerations and adoptions of the Zero Carbon Step Code and the transition to mandatory BC Energy Step Code requirements.
- In early 2024, staff completed industry consultation on energy and carbon emissions reporting for large buildings in the region. This was a collaborative initiative with the City of Victoria and the District of Saanich, and with participation from the Town of Sidney, Township of Esquimalt, and City of Colwood. In the fall, staff completed further research to refine the understanding of the regional/local government opportunities related to energy and carbon emissions reporting/benchmarking program. Staff supported the development of a model mandatory benchmarking bylaw working with municipal partners and are advancing the development of a regional energy benchmarking program for larger buildings across the region, planned for implementation in 2025.
- Completed additional detailed studies to support energy retrofits or heat recovery projects at Panorama Recreation Centre, SEAPARC Leisure Complex and Rainbow Recreation Centre, and initiated energy studies at the Regional Parks Headquarters, Salt Spring Island Multi-Space, and Saanich Peninsula Wastewater Treatment Plant.
- In November, the CRD launched the renewed Climate Action To Go Kits and new thermal imaging camera kits, which can be borrowed from the public libraries in the region. The kits contain tools and activities to help residents act on climate change at home by, for example, measuring household appliances electricity use, discovering air leaks, or testing showerhead watershed efficiency.
- Continued supporting the BC Sustainable Energy Association to deliver Cool it! climate action workshops for students in the region, delivering 104 workshops (35 funded by the CRD and 69 additional workshops funded by municipalities).


**First Nations**

*Strong relationships with First Nations based on trust and mutual respect, partnerships, and working together on shared goals.*

**4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation**

2023 2024 2025 2026

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**ACHIEVEMENTS IN 2024:**

- Staff continued to progress the Government-to-Government Relationship Building initiative, which provided an opportunity for Board Directors to hear directly from local Nations. Throughout 2024, government-to-government and staff-level meetings were held, and feedback and requests from Nations were documented and shared with internal interest holders to inform ongoing work. This included discussions about protected areas management and land stewardship, water and wastewater servicing, solid waste, and how Nations would like to work with the CRD. In May, the CRD Board received an initiative summary report outlining key themes and priorities heard from First Nations, including how First Nations would like the CRD to approach reconciliation. Beginning in 2025, the CRD is reaching out to First Nations for input on a CRD Reconciliation Action Plan that builds on what has been heard through the Government-to-Government Relationship Building initiative.
- Through staff-level meetings, government-to-government meetings and by supporting an All Nations gathering in September, the CRD received input from First Nations on the topic of Inclusive Regional Governance. Staff drafted a report in the fall to summarize feedback received from First Nations and the CRD Board received an update on the project in November. Staff subsequently submitted the final report to the Ministry of Housing and Municipal Affairs, to close out the Inclusive Regional Governance Study Grant. In 2025, staff have been invited to present on and further discuss this topic with Chief and Council and staff of two First Nations.
- The CRD supported and/or hosted several events for Truth and Reconciliation Day in September:
  - A lunch & learn for staff: Xe Smun' Eem "Our Sacred Children" and the Ongoing Legacy of Residential Schools.
  - Sponsored the South Island Powwow.
  - Supported the Penelakut Coastal Blood Singers to perform at an event on Salt Spring Island.
  - Partnered with Orange Shirt Day Victoria to fly their Xe Smun' Eem "Our Sacred Children" flag at the CRD's headquarters on Fisgard Street.
- An Indigenous Relations Coaching program was offered to CRD Board Directors in 2023 and into 2024. The program came to an end in March.

**4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination**

2023 2024 2025 2026

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**ACHIEVEMENTS IN 2024:**

- In January, the CRD and paaʔčiidʔatx (Pacheedaht) First Nation announced that they had signed a Memorandum of Understanding (MOU) to formalize their government-to-government relationship. The MOU highlighted operational commitments on several priority areas, including water supply and sewage treatment, solid waste management, and land use referrals. Implementation of the MOU will have far-reaching impacts and will facilitate the incorporation of Indigenous leadership and traditional knowledge into a variety of CRD initiatives and strategies, benefiting service delivery in the region. Moreover, it will identify possible partnerships to enhance economic opportunities and improve the quality of life for paaʔčiidʔatx (Pacheedaht people). Quarterly staff meetings with paaʔčiidʔatx (Pacheedaht) First Nations staff started shortly after signing.
- Throughout 2024, MOU negotiations continued with four other First Nations, and these discussions are ongoing in 2025. Negotiations with a fifth First Nation began in 2025.
- Quarterly meetings were held with First Nations in 2024 on the topic of land altering works.

**4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan**

2023 2024 2025 2026

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**ACHIEVEMENTS IN 2024:**

- CRD staff produced a First Nations Implications Guidance Document to support staff in identifying and addressing First Nations implications related to project planning and implementation.
- Indigenous Cultural Perspectives continues to be offered as a foundational training for all new staff; two online trainings were offered in 2024.
- Regional Parks continued to actively engage with First Nations about the Regional Parks Land Acquisition Strategy update; engagement with First Nations will continue in 2025.
- Regional Parks is working with First Nations to undertake regional park upgrades and ecological restoration work, develop interim management guidelines and a Mount Work Management Plan, and explore mechanisms such as Traditional Use Agreements to support cultural safety in regional parks.
- Salt Spring Island Parks, Arts, Recreation & Culture invited input from First Nations in the development of the Mount Maxwell Community Park Management Plan on Salt Spring Island; site visits and meetings with First Nations were held. The Port Renfrew Official Community Plan update was launched in November, with involvement from Pacheedaht First Nation.

4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan	2023	2024	2025	2026
<ul style="list-style-type: none"> <li>• In September, CRD staff joined with Tsawout Elders, Tsawout First Nation staff and community members to remove almost 1500lbs of invasive plants at <del>TIXEN</del> and share food and stories on the land; similar events are occurring through 2025.</li> <li>• Sc'ianew Elder shared knowledge as part of three archaeological and cultural awareness trainings offered in a land-based setting for staff, volunteers and contractors involved in land altering works.</li> <li>• In June, the CRD funded W_SÁNEC Leadership Council participation in the Healthy Waters in Tod Creek Project being led by Raincoast Conservation Foundation.</li> <li>• The CRD continued to engage with First Nations regarding the conservation and protection of heritage sites. Collaboration included the planning and construction of water main upgrade projects throughout the CRD, heritage conservation in park management planning and ecological restoration, and archaeological and cultural heritage studies for the Port Renfrew area.</li> <li>• A Request For Proposals was posted for a Water and Wastewater Master Plan for the Port Renfrew area, with input from Pacheedaht First Nation. The infrastructure feasibility study includes water and sewer servicing requirements related to both existing users and future development.</li> <li>• The CRD partnered with T'Sou-ke Nation and the District of Sooke on the Sooke River Knotweed Control Project.</li> <li>• Three First Nations participate in the Regional Goose Management Service and additional Nations have expressed interest; staff will engage with interested First Nations through the 2025 season.</li> <li>• CRD staff met with First Nations regarding the Long-term Biosolids Management Plan and responded to requests for information.</li> <li>• CRD staff met with First Nations on the Water Supply Area Development Cost Charges and Strategic Plan.</li> <li>• The CRD worked with Songhees and Kosapsum Nations on marine harbour inventories.</li> <li>• CRD staff participated in Pauquachin marine stewardship day in August, interacting with 65 community members and building relationships.</li> <li>• At the request of a First Nation, the CRD, through the Regional Water Supply Commission, negotiated and signed an Environmental Monitoring Access Agreement in October, to enable the Nation's Guardians to conduct environmental monitoring within the Greater Victoria Water Supply Area.</li> <li>• CRD staff facilitated Malahat Nation to take drone footage in the Greater Victoria Water Supply Area that will be used to build a virtual space for elders and community to virtually visit different ecosystems and cultural spaces around the territory. It will also be used as a communication tool with proponents to teach about Malahat culture, tradition, and values around specific ecosystems, plants, or cultural sites.</li> </ul>	●	●	●	

#### 4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations

2023



2024



2025



2026

##### ACHIEVEMENTS IN 2024:

- In February, the CRD, federal and provincial governments, and Songhees Nations announced a partnership that will invest nearly \$24 million to help create 66 new below-market homes at 1502 Admirals Roads, located on Songhees Nation Land. The project aims to provide safe and secure housing for members.
- Active discussions continued through 2024 with multiple First Nations to update and finalize water and wastewater servicing agreements, and to address water and wastewater servicing in the context of treaty negotiations. Water Supply Agreements were signed with two First Nations.
- The CRD partnered with Pacheedaht First Nation to close and clean-up the Nation's temporary waste transfer site.
- The CRD awarded contracts to First Nations for the provision of cultural and Guardian services to support land altering works including park maintenance, routine operations and construction projects throughout the region, and the provision of training and knowledge sharing to staff and volunteers.
- Engaged First Nation archaeological technicians and representatives to support archaeological work carried out under regulatory permits for a wide range of CRD projects.
- Throughout 2024, regular meetings were held to with the W̱SÁNEC Leadership Council to continue to identify collaborative opportunities for economic, employment, and environmental protection initiatives associated with the operations of the Hartland Landfill. Negotiations on a Solid Waste Partnership Agreement will continue in 2025.
- The CRD continued to work with partners (Greater Victoria Harbour Authority, City of Victoria, the South Island Prosperity Partnership and the Greater Victoria Chamber of Commerce) to maintain and update the South Island Indigenous Directory, which was launched in 2023 and now includes 100 businesses.
- An updated five-year draft operating agreement for the seasonal operation of Spring Salmon Place campground was sent to T'Sou-ke Nation for review.
- The CRD shared logs for firewood with First Nations as logs were made available through CRD works.

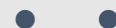


## Governance

*Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery*

### 5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities

2023 2024 2025 2026

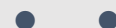


#### ACHIEVEMENTS IN 2024:

- This initiative was operationalized with the adoption of the updated CRD Advocacy Strategy in August 2023. The Advocacy Dashboard, which is available on [www.crd.ca](http://www.crd.ca), continues to be updated quarterly and the CRD Board continues to routinely correspond with varied interest holders to advocate for the region's interests.

### 5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses

2023 2024 2025 2026



#### ACHIEVEMENTS IN 2024:

- This initiative was operationalized with the adoption of guidance documents for the First Nations, Climate Action, and Equity, Diversity and Inclusion implications sections of staff reports. These tools now assist staff report writers by offering relevant considerations and assessments, thereby highlighting potential implications for Committees and the Board for each of these areas. The Governance Committee and CRD Board received these documents in April.
- The People, Safety & Culture Strategic Plan was developed and shared with the CRD Board in April.
- Through its annual strategic check-in on May, the CRD Board directed staff to adjust level of effort on several initiatives related to climate action goals, regional support for performing arts facilities in the region, and civic participation during the next local general election. The Board also directed staff to provide refined budget estimates for each Board Priority at provisional budget review in the fall.

5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	2023	2024	2025	2026
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**ACHIEVEMENTS IN 2024:**

- Equity, Diversity, and Inclusion training was provided for CRD Board Directors in January (Inclusion Literacy and Board Readiness). To build upon these learnings, an additional training session was held in May. Online Equity, Diversity, and Inclusion training sessions (Inclusion Literacy) were also offered in May to elected officials on CRD committees and commissions, Board alternates, and anyone who missed the earlier sessions.
- In March, the CRD Board approved the Code of Conduct Bylaw and Member Statement of Commitment.
- In late May-early June, the CRD promoted National AccessAbility Week. This initiative celebrates the valuable contributions and leadership of Canadians with disabilities and promotes efforts to increase accessibility and inclusion across the country.
- In July, staff delivered an informational presentation to the Accessibility Advisory Committee on the internal efforts of the Equity, Diversity and Inclusion Steering Committee. In September, the CRD Accessibility Plan was finalized with input from the Accessibility Advisory Committee. This initiative was operationalized after the CRD Accessibility Plan was approved by CRD Board in October. The plan was subsequently made publicly available on the CRD's Accessibility webpage, which also includes a tool for receiving feedback on accessibility.

5d Foster greater civic participation among diverse community members	2023	2024	2025	2026
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**ACHIEVEMENTS IN 2024:**

- The Corporate Communications and Engagement Strategic Plan was developed and shared with the CRD Board in April.
- The CRD continued to progress the www.crd.ca website redesign project throughout 2024, including concept design, technical development, and user feedback sessions. The website was re-launched in March 2025.
- In February, staff presented an overview of CRD engagement practices to the Governance Committee. The CRD also initiated a review and update of its public participation framework in collaboration with the Regional District of Nanaimo. A consultant was engaged, and a new framework and toolkit were drafted. Both will be presented to the CRD Board in spring of 2025.
- A resident survey was conducted in November and the data was supplemented by focus groups in November and December. Results will be presented to the Governance and First Nations Committee and Board in early 2025.

5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	2023	2024	2025	2026
				

**ACHIEVEMENTS IN 2024:**

- In March, staff brought forward a report highlighting timing and implications of the work required to consider an update to the Regional Growth Strategy in 2026. One such study is the grant-funded Growth and Mobility Study. A consultant was engaged in December to advance the analysis and work started shortly thereafter. Note that a one-year extension for the grant was received as provincial housing legislation was published later originally than anticipated.
- In June and July, virtual information sessions and public engagement were completed on the Regional Water Supply Development Cost Charge Program. The program will help fund eligible growth-related drinkable water projects serving Greater Victoria. Community input was also sought for the revised Regional Water Service Strategic Plan and the survey concluded in September.