

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

Capital Regional District

2019-2022 Board Priorities

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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